

# Community and Family Sentinel



*"Helping commanders make life better for the Army family"*

Spring Edition 1986

U.S. Army Community and Family Support Center

Volume XIII, No. 2

## Program Integration: Stimulating business for MWR facilities

Getting the most and best out of resources and facilities is the constant challenge facing family program operators as well as MWR managers. For both, the integration of two or more activities can be a happy union and, more importantly, can enhance the quality of life of the soldier and the Army family.

The Community and Family Support Center (CFSC) defines program integration as the cooperative effort of two or more programs working to maximize the efficient use of facilities and resources in support of the soldier and the Army family.

"Integration isn't limited to the business side," said Col. Charles E. Perkins, Director of Field Operations. Introducing a youth activities group to the facilities of the Army library system is an excellent example of program integration of totally non-profit activities. "The goal is to create new opportunities for people, to open new horizons, to introduce them to new and different activities or to re-acquaint them with activities they may have previously used and quit," he said.

Perkins continued, "There is no question but that we want to encourage new business in our MWR facilities. We have some outstanding programs and activities available at a modest or reasonable cost. Many facilities are under-utilized simply because people haven't discovered what they have to offer. Program integration is one method to let people know what we have to

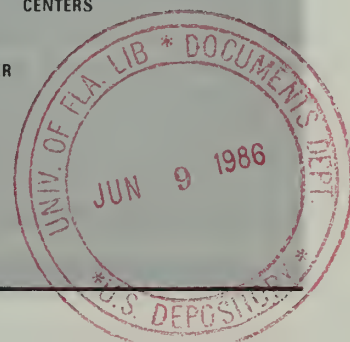
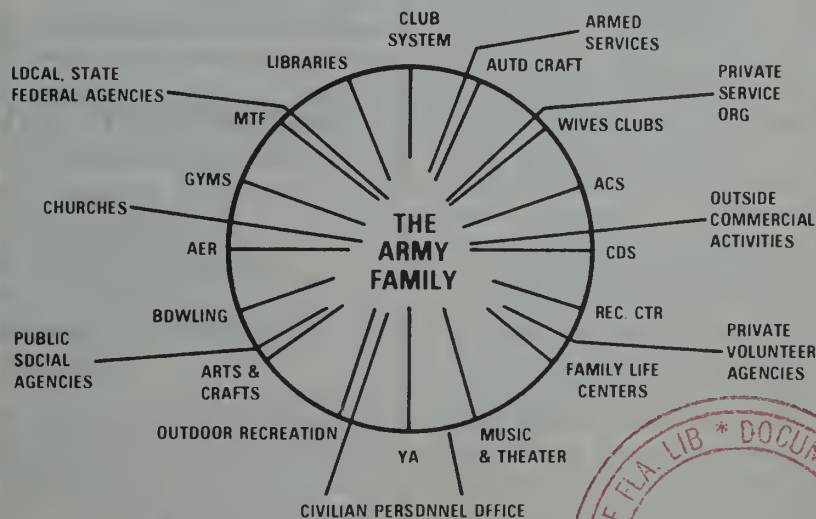
offer and stimulate business at the same time."

In a recent message to MACOMs, CFSC deputy commander, BG Edmond S. Solymosy noted that wider dissemination of good integration ideas will be of value to all. The Center will collect, evaluate, and package ideas from installa-

tions around the world. In addition to use of the **Sentinel** and **DPCA Briefs**, CFSC will disseminate good ideas in "how to" packages and "good ideas" books.

In seeking submissions from installations, Solymosy requested that the material include a description (See **INTEGRATION**, page 32)

### PROGRAM INTEGRATION



# Soldiers' home a lasting benefit

by Sgt. Maj. Glen E. Morrell

One of the most satisfying aspects of my varied responsibilities as the Sergeant Major of the Army, is as a member of the Board of Commissioners of the United States Soldiers' and Airmen's Home (USSAH), the nation's Home for its distinguished enlisted and warrant officer veterans of regular service in the Army and Air Force. As a member of the "Board," I am taking this opportunity to present a "stockholder's" report to the Regular Army enlisted personnel and warrant officers—those who contribute to the Home via the 50 cents monthly payroll deduction.

The USSAH is a real and lasting benefit of a service career. Persons eligible for admission include former Regular Army and Regular Air Force enlisted men and women and warrant officers with 20 years or more of active service, and certain disabled veterans.

The Home is supported entirely by those eligible for membership. Income to its trust fund is derived from the following sources: the monthly pay deduction cited above (approximately 14% of total income); courts-martial/NJF (Article 15) fines and forfeitures (44%); interest earned by the trust fund principal (33%); a User Fee paid by the Home members in residence, which is 25% of their monthly pay, VA compensation or pension (8%); and minor miscellaneous income, such as from estates and donations (1%).

Located for 135 years on choice real estate just two and a half miles due north of the U.S. Capitol Building, the Home was created by the Congress in 1851 through the efforts of Lt. Gen. Winfield Scott, after his victory in the War with  
(See HOME, page 23)

## A spirit of caring: *Making the Army family unique*

On December 12, 1985, the world came tumbling down on Fort Campbell with the news that a charter aircraft carrying 248 members of the 101st Airborne Division (Air Assault) had crashed without survivors in Gander, Newfoundland. Within hours, the Fort Campbell community activated a team of full-time and volunteer workers that would stay on the job, around the clock throughout the ordeal. To those who rose to the task during those days of incredible pressure and emotion, the Community and Family Support Center offers a sincere thanks.

In addition to our own Army Community Service staff, representatives from finance, mortuary affairs, chaplain, judge advocate, Red Cross, Veterans Administration, Social Security, housing, transportation, military police and medical staffs along with the designated Survival Assistance Officers set about their difficult mission to provide family assistance in an atmosphere of cooperation and understanding.

Across post, chapels and the Coop Nursery opened their doors around the clock. Chaplains and ACS volunteers were available at all hours for in-house support to families. At the Family Assistance Center, workers coped with stress and tenseness that included prolonged working hours, lack of sleep, and lack of regular meals.

Family members arrived at all hours, many of whom had traveled long distances over many tense hours. They had requests for wet nurses, pet setting and care, in addition to food and special clothing and even translators for foreign born family members.

The 101st Airborne's public affairs office responded to (and continues to respond to) more national and local media than most PAOs see in a lifetime.

The tragedy of Fort Campbell brought out the best in that intangible quality that makes the Army family unique—the spirit of caring. On behalf of the CFSC, the *Sentinel* staff extends appreciation to all who answered the call during this time of crisis.

## Community and Family Sentinel

U.S. Army Community and Family Support Center

John O. Marsh, Jr.—Secretary of the Army

MG Robert M. Joyce—Commander

BG Edmond S. Solymosy—Deputy Commander

SGM Juan A. Fraga—Sergeant Major

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# MWR Staffing Branch:

## *Assisting managers and supervisors*

Managers and supervisors in MWR positions very often have the notion that the HQDA MWR Staffing Branch is their only source of civilian personnel contact . . . wrong . . . To initiate recruitment and placement actions your first line of communication should be with your local civilian personnel office.

The HQDA MWR Staffing Branch, part of the US Army Community and Family Support Center, is merely an extension of your local personnel office and we're here to assist managers and supervisors in staffing MWR type functions. The MWR Staffing Branch consists of TWO units; the Centralized Referral Program and the Special Examining Unit (SEU).

### **The Centralized Referral Program**

The Centralized Referral Program is responsible for referring the "Best Qualified" candidates available for all key MWR type positions. This program handles referrals for both status and nonstatus candidates.

Status candidates are individuals who are currently career/career conditional civil service employees or former civil service employees with permanent tenure. These individuals will be considered for all appropriated fund (AF) position vacancies as promotion eligibles or as reassignment, transfer, or reinstatement eligibles.

The nonstatus/NAF candidates work under a different appointing system and are not considered civil service employees. These individuals will only be considered for nonappropriated fund (NAF) position vacancies.

For both AF and NAF position vacancies candidates desiring consideration must be pre-registered in the Centralized Referral Program . . . PRE-REGISTERED only for those type positions where an

OPEN Continuous Announcement exist (e.g., club managers, morale support officers, CSDA, & PAC Coordinators, recreation specialist (community, outdoor youth), and sports specialist). Pre-registration must be made prior to this office receiving the "Request for Referral." Managers and supervisors—make sure your employees are aware of this process.

announcement, within five work-days after receipt of request for referral. The announcement will remain open for 21 days (GS) and 30 days (NAF). Applications received from the Open Continuous Announcement are active for one year and must be updated accordingly.

For copies of the announcement write to: HQDA (DACF-NFS-R),

### **Referral Program**

The Referral Program refers highly qualified candidates for the following MWR positions:

Arts and Crafts Specialist,  
GS-1056

Bowling Center Manager,  
GS-1101

Golf Course Manager,  
GS-1101

Information and Arts  
Specialist, GS-1001  
(Music and Theatre)

Music Specialist, GS-1051

Food Services Manager,  
UA-1667

Theatre Specialist, GS-1054

Recreation Specialist,  
(Youth, Community,  
Outdoor), GS-188

Sports Specialist, GS-030

Morale Support Officer and  
Deputy, GS-301

Community and Skills  
Development Coordinator,  
GS-301

Physical Activities Coordinator,  
GS-301

Club Manager, GS/UA-1101

Business Manager,  
GS/UA-1101

Community Operations Manager,  
GS/UA-1101

Family Support Officer, GS-301

Community Recreation Manager,  
GS-301

Director/and Assistant of  
Community Activities,  
UA/GS-301/1101

For those positions advertised under an Open Continuous Announcement, HQDA will issue a referral list immediately upon receipt of the request.

For those positions where no Open Continuous Announcement exist (such as, Arts & Crafts, Bowling & Golf Managers, Music & Theatre, Business Managers, Community Operations & Community Recreation Managers, and Family Support Officers, and any other key position under the establishment and operations organization). HQDA will prepare and dispatch by message a DOD-wide

Alexandria, VA 22331-0523, or call: AV: 221-8789, Commercial (703) 325-8789.

### **The Special Examining Unit (SEU)**

The Special Examining Unit (SEU) was established in 1984 to aid the Department of Defense in maintaining a register of active nonstatus candidates for Club Managers, Recreation Specialists (community, outdoor, youth), and Sports Specialists. As certifying

(See PROGRAM, page 28)



## Cash and property losses can be avoided

by Terry Mullen

Theft, robbery and disappearance accounted for 46 percent of the claims reported in FY 85 under the Risk Management Program's self-insured property program (RIMP). Loss of NAF cash and property cost NAFIs and the insurance fund \$128,335. Some thefts cannot be prevented, but in many cases losses could be avoided, or the dollar amount of claims reduced if MWR managers and employees are alert to potential loss. Adequate measures to safeguard cash and assets must be taken before a loss happens. The claim investigations submitted to RIMP highlight some frequent problem areas, and show what's going wrong—and right—in NAF activities.

### Inventory Shortages

**An MWR activity had a collection of VCR tapes for rental to patrons. During a regular inventory, 15 tapes were discovered missing. The manager notified the MPs and filed a claim with RIMP.**

Inventory shortage and mysterious disappearance are excluded by RIMP unless it can be reasonably presumed the loss was caused by stealing. In this case, the manager realized when the tape rental program began, that strict accountability would be necessary to prevent loss of the VCR tapes. Frequent inventories were conducted and detailed records kept for the loan

and return of each tape. When the tapes disappeared, the manager was able to provide enough information to support a presumption of theft, and RIMP paid the claim.

### Cash Losses—Controls and Security

**A fund manager opened his safe to prepare a deposit of the day's cash collections. Just as he began to count the money, he was called to handle a problem in another part of the building. He left the cash box on top of his desk and closed his office door. When he returned, the box containing \$800 was gone.**

Reasonable and prudent efforts must be taken to safeguard cash. Unfortunately, easy access to cash is a factor in many theft claims. Money is stolen from desk tops, open cash register drawers, unsecured safes and unlocked offices and cashier cages. Each claim submitted to RIMP is reviewed carefully based on the documents submitted as Proof of Loss, but if it is clear that a loss is actually due to outright neglect of internal controls and physical security, claims may be denied.

**An activity's cashier's cage was routinely left open during operating hours. One day a \$600 shortage was discovered at the end of a cashier's shift.**

The loss investigation concluded that no explanation could be found for the missing cash due to an overall lack of controls within the activity. The investigation disclosed that

seven people had the keys to the cashier's cage and the combination to the safe, and that any number of people had entered the cashier's cage the day of the theft.

The manager took fast action to correct these problems and prevent any further losses. The safe combination and lock to the cashier's cage were changed and access was strictly limited. SOP was reviewed and new procedures written for handling cash. Many activities have expanded operations and increased revenues. SOPs need to be updated to ensure that controls are adequate.

### Transport of Funds

**An employee was to collect deposits at two different locations. At the second stop the employee picked up the deposit and stopped to have coffee with a friend. One of the deposit bags was missing when the employee was ready to leave.**

The MPs investigated and concluded that the money was taken after being misplaced by the employee.

The transport of funds off premises is covered by RIMP, but in this case the carelessness of the employee was the cause of the loss. The misplacing, mislaying or forgetting to secure money by anyone in charge of it is excluded from RIMP coverage. Activity managers

(See INSURANCE, page 6)



# Money management classes mandatory at Rucker

by Sp4 Robert G. Huey

Mandatory money-management education classes have begun at Fort Rucker for all permanent party, first-term-soldiers, private to specialists-corporals, who entered the Army Oct. 1—the date when “sure-pay” became obligatory—or later.

According to June F. Mize, social services assistant and consumer affairs coordinator at Army Community Services here, the money-management program is filling the need for educating soldiers who have to enroll in “sure pay,” a system where monthly payroll checks are directly deposited into a financial institution of the soldier’s choice.

“The classes will provide soldiers and their spouses with the basic skills to live within their income and become effective consumers in the market place,” Mize said.

## Additional Classes

As part of her responsibilities, Mize also offers command sponsored check writing classes to post soldiers. These check writing classes are separate from the money-management class, but have offered soldiers an additional hour of training since Aug. 1981. “We don’t offer the check writing classes because we have to, but because we want to,” Mize said.

These classes are open to soldiers and their families on a volunteer basis; are given at the unit level; and attendance is prescribed to soldiers who have over-stamped ID cards.

Mize emphasized the fact that soldiers do not have to be in grave financial trouble before coming to see her for counseling.

“You don’t have to be command referred,” Mize said.

The number of soldiers Mize counsels each month varies greatly, without “rhyme or reason,” Mize said. In July that number was 100,

while in September and October the number of counseled soldiers averaged around 50.

She said that usually those soldiers below the rank of specialist or corporal run into trouble with their checkbooks, while the sergeants and sergeants first class find themselves into trouble with debts. Adding, “But more and more people are getting into trouble with their credit.”

Once experiencing financial trouble, soldiers and their families can turn to Mize for assistance, she said.

## Savings

“Sometimes it is as simple as planning a budget and starting a savings account,” she said. “Even single soldiers should have some type of savings plan, because they are in the best position to save money. Unfortunately, not many young people think about investing for the future.

“Every time a promotion comes, put \$5 or \$10 back to the bank from that raise. Also, Series EE U.S. Savings Bonds are a great way to save money. If a soldier has a good budget and watches his credit, then financial troubles won’t exist.”

Mize said soldiers should watch out for situations that can lead to financial trouble. “If you have any credit sense at all, you are not going to buy at 28 to 29 percent interest. Also, never write a check until you have the Army Leave and Earnings Statement in hand.”

She explained that soldiers who “float” a check a few days before payday, not expecting it to clear until the government check is deposited into their account, might find themselves in trouble if the end of month is not deposited.

“If the finance office is going to collect any amount of money, it will be at the end of the month,” she said.

Do you use credit today to buy many of the things you bought last year with cash?

Have you taken out loans to consolidate your debts, or asked for extensions on existing loans to reduce monthly payments?

Your standard of living has stayed pretty much the same, but does your checkbook balance get lower by the month?

You used to pay most bills in full each month, but do you now pay only the minimum due on your charge account?

Have you begun to receive repeated notices from your creditors?

Have you been using savings to pay regular bills that you used to pay out of your monthly paycheck?

You have borrowed before on your life insurance, but this time, are the chances of paying it back more remote?

Do you now depend on extra income, such as working family members, or do you have an extra job?

Do you use post dated checks to pay regular monthly bills?

Are you juggling your rent or mortgage money to pay other creditors?

If your answers are yes, you may be experiencing the early warning signs of financial trouble.

*(This material may be reprinted in your installation newspaper. Contact your PAO.)*

should be sure the transportation of funds is carefully covered by updated SOPs to reduce the risk of loss. Itinerary and procedures for collection should be stated specifically to the employee responsible and employees should not deviate from the appointed route. Also, managers should be aware of the amount of cash an employee is carrying. More frequent collections or MP escorts may be necessary.

### Safeguarding Assets

## Many banks failing: *Is your NAFI protected?*

Did you know that 120 banks covered by the Federal Deposit Insurance Corporation (FDIC) failed during 1985? Another 1,137 were on the FDIC's "problem list." During 1985, 57 savings and loans had to be assisted by the Federal Savings and Loans Insurance Corporation (FSLIC). In the first two months of 1986, the FSLIC had to assist or close nine facilities. What does this mean for MWR business managers? Are your most liquid, most secure-seeming assets really safe? Can you really "bank" on your cash?

The answer is usually "yes." Army NAFIs are in no danger of losing cash that has been upstreamed into the Army central banking program, even if the central bank should unexpectedly declare bankruptcy. All this money is continuously protected. Even if the local bank fails, Army NAFIs do not normally risk losing money.

One reason NAF cash is safe is that much of it is covered by insurance. Each NAFI's deposits in a local bank are covered, up to \$100,000. For most Army NAFIs, this is more than enough insurance. Many NAFIs keep small bal-

**An activity experienced three break-ins over a three month period. The robbers gained entry by cutting a door hasp, crawling through a ventilation duct and even cutting a hole in a roof. Loss of property from the three break-ins totalled almost \$2000.**

It would be difficult to prevent losses where the burglars are so determined to gain entry to a building, but the dollar amount of claims can be reduced. Special precautions may be required for items that are especially attractive to thieves such as TVs, stereos, VCRs, craft items and resale goods. Vending

machines and coin operated amusement machines are also frequent targets for theft. Extra measures to safeguard assets can reduce the amount of a loss.

The frequency and dollar value of claims can be reduced. Managers need to take an objective look at their operations and implement measures to prevent losses. As these claim examples show, sometimes adequate safeguards may be as simple as exercising good judgment.

*(Mullen is a Senior Insurance Examiner for the Risk Management Insurance Division.)*

ances at their local bank to compensate the bank for the services it provides. Others simply pay their local bank service fees and keep no balance there; deposits are swept up to their central bank account daily. A few NAFIs, due to their large size, have balances in local bank accounts that are more than \$100,000. Protection of these large balances involves some extra steps.

Twice each year, CAOs fill out DA Form 3830-R, showing the highest level of local deposit balances expected in the next six months. If the highest level for any NAFI is more than \$100,000, that NAFI is not completely protected by insurance. The CAO calculates how many NAF dollars are uninsured, and sends the Form 3830-R to the Assistant Comptroller of the Army (ACOA). ACOA ensures that uninsured deposit balances are protected by collateral pledged under pertinent U.S. Treasury regulations.

The steps taken to protect uninsured deposit balances are not difficult, but the process is not without its shortcomings. Several key players such as the local CAO,

ACOA in Indianapolis, U.S. Department of the Treasury, the local banking institution, and the nearest Federal Reserve bank are involved. Delays can occur at each step, and this may mean that a NAFI's dollars are at risk.

How can you, as a MWR manager, be sure that your local deposit balance is secure? First, check your financial report to see how much cash is at your local bank. This appears on your fund balance sheet as "Local Bank Compensating Balance" (GLAC 110). If the balance is less than \$100,000, insurance will cover the entire balance. Any amount over \$100,000 is not insured, and needs to be protected by pledged collateral.

Suppose the balance is above the level covered by insurance. Your CAO will be able to tell you if he's received confirmation that collateral has been pledged. The headlines about bank failures we're sure to see this year don't have to spell danger for NAF assets. But until you've checked with your CAO, don't assume your NAF cash in bank is 100 percent secure.



# New directorate supports all programs

Providing total assistance to the installation to make life better for the soldiers and families is the purpose of the new Field Operations Directorate at the Community and Family Support Center (CFSC) in Washington, D.C.

Field Operations director Col. Charles E. Perkins, said the directorate will provide assistance at the installation level across the full spectrum of community, family and business program areas.

"We are eliminating the notion that we support just the business side of the house," explained Per-

kins. "The Field Operations Directorate will be the single CFSC point of contact for training of all programs in the field," continued Perkins.

Special emphasis will be placed on training with the establishment of a "Training and Professional Development Division" within the directorate.

To accomplish the mission, Perkins said the European Region in Rodelheim, Germany will be placed in his directorate. The Field Operations Directorate will also as-

sume many of the functions of the Far East Region.

"A plan for integration of these two divisions has been written," said Perkins.

"With these specialists, the teams will now assist the entire community and family program on installations. A 'Total Assistance Package' for installations is our goal," Perkins said.

For more information concerning the Field Operations Directorate contact Perkins at AUTOVON 221-0915.

World War II veterans proudly wore the Army Lapel Button, the final award for honorable service as they mustered out and returned to civilian life. The practice of awarding the lapel button stopped shortly after the end of the war and went dormant for nearly forty years.

Then, in January 1985, as part of the Army's Veterans Separation Program, the Army Lapel Button returned. The Vice Chief of Staff of the Army issued instructions that the button is to be issued by the soldier's immediate unit commander during a departure ceremony—a token of appreciation for honorable service, and a reminder to the service member that separated soldiers are important Army alumni!

Details are contained in AR 672-5-1 (Military Awards). Commanders at all levels, including General Officers, are encouraged to participate in ALB presentation ceremonies. News of this worthy program should be spread via command and staff calls, NCO channels, and installation news media in order that the program become uniform throughout the installation.



# DOD overseas tour programs:

## *The shows must go on*

by TSgt. Larry K. Johnson  
NCOIC Armed Forces  
Entertainment

From arctic-cold winds to steamy tropical rain forests, the entertainers who tour for the Department of Defense (DOD) Overseas Touring Show Program play to some of the most appreciative audiences in the world.

Over 600 groups each year request to tour, but only about 100 actually make it on the road. This includes about 85 "non-celebrity" and 15 "celebrity" shows.

There are lots of places to tour on the six entertainment circuits. Europe, the Caribbean, Mediterranean, Pacific, and the Northeast (Greenland and Newfoundland), as well as Alaska, are the circuits that make up the program. While groups don't get paid for their performances, the free transportation to foreign places makes the program very attractive.

Groups do not, however, get a "free ride." They work hard on the



*Dallas Cowboys Cheerleaders*

road, and schedules are demanding, helping to bring a "piece of home" to those stationed so far away.

Many people who see the show on the road are unaware of how it got to them. They don't see the planning, auditioning, or any of the innumerable details required to get a show on the way. There are many technical details to be considered including travel arrangements, billeting, scheduling, passports and visas, and publicity.

The program depends on commanders for their support and understanding. Some scheduling conflicts will naturally arise, while others can be easily prevented. Many times, other attractions have been scheduled for the same time on an installation, severely limiting the turn-out for DoD Shows. Commanders and Morale, Welfare and Recreation (MWR) staff should take maximum advantage of this program. Shows, offered at no cost to soldiers, are an effective morale



*Cast of "Happy Days"*

(See SHOW, page 9)



builder and will go a long way in improving esprit and unit readiness.

The program in its current form, a joint DoD-USO venture, began during the Korean War as a successor to the USO's World War II "Camp Shows."

Entertainment ranges from gospel to country, hard rock to magic. College and repertory company productions of Broadway shows have entertained at some fairly spartan locations. The primary locations that benefit from the program are the remote and isolated sites, although the locations are as diverse as the acts. Any doubts that an entertainer might have as to the mission that the U.S. military forces serve overseas has had the point brought home hard on visits to Panmunjom, Korea, the tenuous border between North and South Korea. North Korean border guards are a highly visible presence only a few meters away. A visit to the Multi-National Force and Observers, the peace-keeping force in the Sinai Desert, also serves as a reminder of the U.S. mission overseas. Visitors to Greenland may experience "white-out" conditions first-hand.

Some of the top people in the entertainment business have toured for the program including: Bob Hope, Wayne Newton, Vic Damone, Miss America, Mickey Gilley, Kris Kristofferson, Lou Rawls, Loretta Lynn, the cheerleading entertainment units of the Dallas Cowboys, Los Angeles Rams, Houston Oilers and Washington Redskins. Cast members of television's "Happy Days," "Trapper John, M.D.," "The Waltons" and "Rat Patrol" have elected to spend their holiday seasons overseas. The "1st Airborne Rock 'n' Roll Division," which is made up of musicians from legendary rock groups including "Kansas," "Cheap Trick," "Crosby, Stills and Nash," "Santana," "The Doobie Brothers" and "Pablo Cruise," will be making its third tour for the program.

The main bulk of the acts touring, however, are those that play club circuits and appear at county and state fairs, lounges and conventions.

The program is managed by the Armed Forces Professional Entertainment Office, a joint service staff made up of Army, Navy, Air Force and civilian personnel. They work

in close support with circuit, country and installation coordinators, without whom the program could not succeed.

As long as there is a DOD Overseas Touring Show Program, military people around the world will continue to receive some of the best entertainment available.



*Loretta Lynn*

# Command sponsorship working in Goeppingen

by Bob Bastedo

When most of us think of sponsorship, we think of beer commercials during football games, perfume ads in magazines or fast food jingles on the radio. But what about the post auto crafts shop, youth activities or Army Community Services? Do these activities have sponsors?

In the 1st Infantry Division Forward (IDF) at Cooke Barracks, Goeppingen they do. Through the innovative Command Sponsorship Program, activities are continuously getting better through the support of sponsoring units.

Here's how it works: A unit or section is paired with an on-post activity to sponsor. The sponsoring unit and activity meet to determine what assistance is needed to provide the best service possible. The sponsoring unit helps the activity with personnel, equipment or advice. The important thing is an open line of communication is kept. The units advise the manager based on feedback from the serviced population. From this the activity manager is providing the best service possible because he has a "big brother" to lend a helping hand where necessary.

"Sponsorship is a two-way street," said Sponsorship Program Officer Capt. Steven Slade. "The unit provides input based on community feedback, and gives the manager someone to turn to for help. In return, the community receives improved services. Without this sponsorship, the activities wouldn't be able to achieve such high standards."

## Rekindled interest

Though in existence for several years, the Sponsorship Program didn't really catch fire until 1st IDF and Goeppingen Community Commander Brig. Gen. James B.

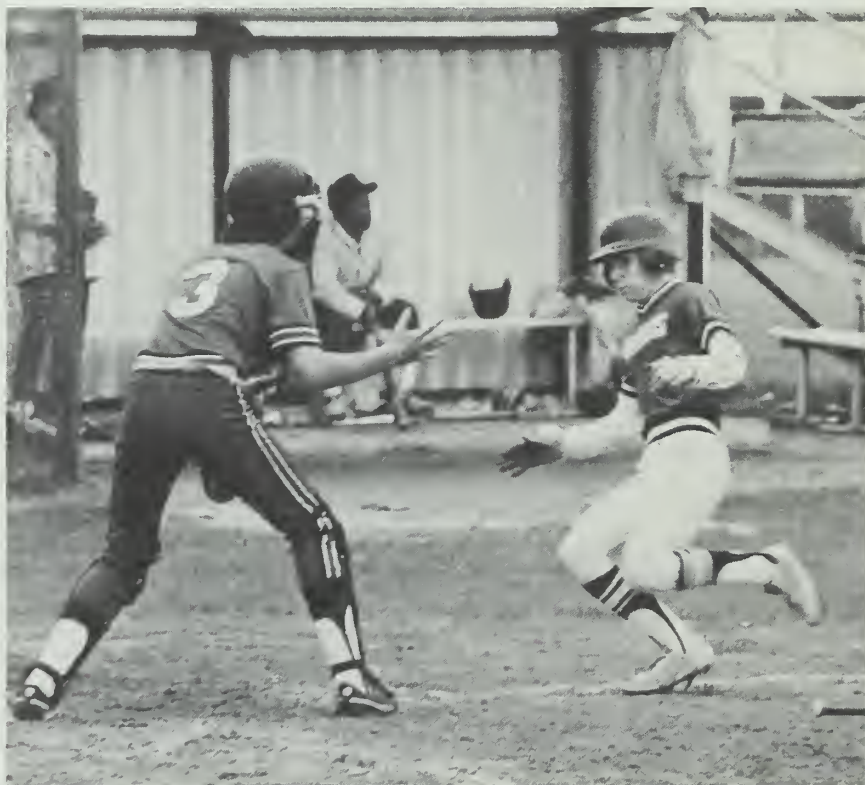
Allen, Jr. rekindled interest in July 1985. It was then that new pairings of activities and sponsoring units were made and meeting were held to determine what improvements were needed and how the sponsor could help.

With this new-found spark, sponsorship soon became a blazing success in the Goeppingen Community. The post auto crafts shop was improved, renovated and reopened with much help from its sponsor, 4th Battalion, 16th Infantry Regiment. The woodworking shop received an overhaul and reopened a better facility with sponsorship from the community's Warrant Officers' Association. And Goeppingen's Youth Activities (YA)

sports program began a dynastic climb to the top of the VII Corps ladder, not only due to a bumper crop of talent, but also from all the equipment and hours of effort donated by its sponsor, 299th Support Battalion.

The game ball from the Baden Wuerttemberg YA Junior soccer championship sitting on a shelf in 299th Commander Lt. Col. William Causey's office attests to what the sponsorship of the support battalion has meant to the youngsters. The 299th set up and kept the grounds of playing fields; donated heated tents on cold, rainy days; recruited qualified coaches and provided buses and drivers when

(See SPONSOR, page 11)



*The Goeppingen YA "Raiders" Junior and Bantam baseball teams brought home USAREUR and VII Corps championships respectively due, in large part, to the sponsorship of the 299th Spt. Bn. (1st IDF). The 299th donated groundskeepers, buses and bus drivers and even selected coaches in contributing to the successful campaigns. (US Army photo by Sgt. Roy Garza)*



needed. (This is just for YA, sports, the battalion sponsors all YA functions).

## **Gratifying Experience**

Causey acknowledges that his unit's role as sponsor has "not been without pain" due to last minute crisis and the like. But from his seat as "commissioner" of YA sports, the 299th commander sees the sponsorship role as a gratifying experience.

"It gives the soldiers an opportunity to play big brother and big sister to children of the community," Causey stated. "It gives these soldiers an opportunity to feel they belong to the community and its family. The 'we-they' attitude goes away.

"Winning has been important," Causey added, "but its more important to just let the kids play. The program's success has drawn more interest, more people and less hesitation to volunteer. It's brought the community closer together."

Slade has also seen the positive

effects of the Sponsorship Program on the Cooke Barracks community. "The units haven't gone in there to take over the activities, but have advised and assisted where necessary to help improve the quality of life here.

"It is not just a burden of the sponsoring units to improve the quality of life, however," Slade said in closing. "We all must recognize that we are part of the community and together we can make the quality of life better in the community."

## *Several paths to physical fitness in Zweibruecken*

**by Sp4 Russell Z. Gerami**

Professor Norman Lord, USA-REUR physical fitness and sports consultant, outlined several paths to fitness seminar in the Zweibruecken Community Activities/ Recreation Center conference room recently.

"My motto is fun, fitness, and friendship," said Coach Lord, professor of physical education at Washington and Lee University. Lord, known as "Stormin' Norman," is on sabbatical leave for the 1985-86 school year. He brings almost 50 years sports and fitness experience as a player, coach, official, and administrator to his government duties.

Lord's fitness paths included what he coined as "ole' doc," "grind man," "yum, yum," TGIF or ILMW, "R&R," and "CS."

### **Monitor your health**

"Ole' doc" simply refers to monitoring health. "Get a physical once a year," Lord urged, "I've had one at least every year since 1983." Lord noted that people will tend to neglect the annual checkup. He also related how the Army had 170 fatalities related to physical training last year. Lord said he had had only one fatality in his tenure with Washington and Lee.

Lord defined "grind man" as the need to see the dentist at least twice a year.

"Yum, yum" is what Lord sees as one of the biggest problems facing society today; eating too much and exercising too little. "3200 calories adds one pound in the 'furnace,'" he said, "if the furnace doesn't burn you'll add a pound."

Lord focused on the growing importance of the Army Weight Control Program and recommended gyms, athletic fields, and other fitness facilities as "calorie furnaces."

He also shot down the belief that ice water isn't good to drink after a workout and recommended drinking ice water over salt water or gatorade.

### **Fitness not just physical**

TGIF (Thank God It's Friday) versus ILMW (I Love My Work) for Lord was defined as how persons view their work status as part of their well-being. "Most people think fitness is just physical," he said. Of course, fitness goes beyond the physical and a person's job has an affect. He thinks the job is the most important but perhaps the most neglected fitness emphasis in the Army. He defined those who loved their work as perhaps being most immune to burn out. The disgruntled person who looks forward to Fridays has a different struggle, he added.

This is where discipleship plays a role in building fitness, he said.

Friends can teach friends new activities. For instance, he recalled when he arranged a game of "Windy-city" softball (softball with a huge ball) for an Army unit. After being ordered to attend the game, the disgruntled troops joined in the competition and ended up going from no esprit de corps to not wanting to quit.

"I'm impressed with this community, said Lord. "Zweibruecken has a good team spirit." He also added that "what we take for granted, remote sites miss."

Fitness doesn't stop at exercise, fun and games either. Lord emphasized the need for balancing exercise, work, play, and sleep (R&R—rest and recreation).

Another path to fitness, Lord defined as "CS" or "clean sweat." He related how his university students undergo a "sweat test" of exercises when they return for another school year. He uses record-keeping to maintain their conditioning while monitoring a target heart rate. Lord described the test as another "calorie furnace" and an "exorcising" of bad spirits with the exercise.

Lord defined basic physical fitness as stamina (endurance), strength, flexibility, agility, coordination, balance, and speed and total fitness as a package that includes an individual's physical, mental, psychological, social, and technical (job) well-being.

# Solving problem areas in food services

by John Grassmick

A key to improving food service activities is obtaining and analyzing the data readily obtainable in any food service activity. If we do not know what and how we are doing, it is difficult to make corrections and improvements. You cannot find a solution unless the problem can first be defined. The income statement is only an overall picture of how an activity is doing financially. A more detailed picture must be obtained in order to find problem areas. The following are some figures all food operations should have and use constantly:

## Sales By The Day/Program

Every operation has a record of sales. It is important to maintain a historical record by program and day of the week. For example, what are the sales averaging on Monday, Tuesday, Wednesday, etc.? In addition, to make adjustments to hours or days of operation, a clear picture should be made of sales by program (i.e., Monday lunch average sales). It is available from the daily activity report (DAR). A log-book can be kept for this data. These figures can be important for noting increasing or decreasing trends. For example, if despite all your efforts and promotion, your average daily

breakfast sales amount to \$50.00, this may be an indication that you should close for breakfast and concentrate your efforts on other meal periods. In addition, sales per meal information can assist in preparation of food because these figures give a guide as to how much food needs to be ready for certain days of the week.

## Hourly Sales

Few managers keep this record, but it can be useful data. It is not a difficult figure to obtain because most registers can be "read" on an hourly basis. In addition to dollars, the number of people is also important. In a snack bar or cafeteria this data is easily obtained. In a sit-down service dining room, however, there is a difference between the number of people in the dining room and the dollars paid. In this instance three figures are important: the dollar volume at the end of each hour; the number of people who have paid; and the number of people currently in the dining room who have not paid. This will indicate actual volume in both the number of people as well as dollar volume. This information is helpful in employee scheduling and cooking. You can fit man-hours to hourly sales to avoid wasted man-

hours and to make sure you have enough employees for peak periods. To assist in providing freshly prepared foods, an hourly sales record is essential. It will also be a great help in scheduling food preparation and production. An example of this is baked potatoes. Food facilities often solve the problem of production by baking all of the potatoes needed for a full dinner at about 4 p.m. Customers who have eaten these potatoes at 8 p.m. know that advance preparation is not the answer. If hourly sales and customer counts are kept, then the baking of potatoes can be scheduled to come out fresh during the meal as needed.

## Increases and Decreases

By following the increases and decreases in sales by the hour, meal period, and day, management can look for unusual changes. Unexpected increases and decreases could mean that something is wrong in your operations and needs attention. Sales can be compared with previous days, weeks, months, or years. The important thing is to take a close look at the trend because it could be telling you that something may need attention. (Grassmick is a business management analyst for the Field Operations Directorate.)

## Welcome aboard the "Miss Monroe"

Over a year ago Lt. Col. Jerry Harrison, Ft. Monroe Director of Personnel and Community Activities advised his staff about a method of obtaining vehicles confiscated by US Customs from the General Services Administration because of illegal use by the owners. These vehicles are offered to Governmental agencies if not desired for law enforcement purposes.

The Morale, Welfare and Recreation Staff pursued the opportunity to obtain a sailing and fishing

vessel to add to the recreational programs of the Fort Monroe Marina. Working with US Customs in Miami and the General Services Administration in Washington, the "Miss Monroe" was obtained for use at Fort Monroe. Only with the support of the Commander, the MWR Review Counsel, and all personnel of the MWR staff was it possible to complete this project.

The "Miss Monroe" was built in 1983. She has a fair market value of over \$250,000. Investment of

nonappropriated dollars in this project will be less than 10% of its fair market value.

She is a motor-sailing cruiser that can day sail up to 16 people, and has sleeping capacity for six people in three separate areas of the vessel (stateroom forward and aft plus a convertible doublebed/dining area in main salon). She has a totally equipped galley to include double

(See SAILING, page 28)



## New construction concept supports integration

The concept of Community Activity Centers (CAC) has been supported by Congress, Department of Defense and Department of the Army. This is because the benefits of a multipurpose facility over separate single-purpose structures are clear. CAC provide economies and efficiencies in land use, construction costs, utilities costs, space savings through common use areas (e.g., lobby, restrooms, class/meeting rooms), and savings in personnel staffing.

It encourages greater participation by users to try new activities to which they are exposed. Another contributor to increased usage is the potential for family groups to pursue different leisure, recreation and developmental activities in the same building.

Progress of the CAC concept was delayed by two obstacles. One was the inability of many to visualize a CAC. The other was the lack of procedures for projects that combine Non-appropriated and Appropriated funds. In recent months both these obstacles have been overcome by publication of a CAC Design Guide and procedures for combined funding.

### Conceptualization

The Corps of Engineers has published a Community Activity Centers Design Guide, DG 1110-3-142, that clarifies the CAC concept through illustrated designs adapted to regional/climatic differences, post sizes, and centers geared to troop or family usage. This CAC Design Guide is extremely valuable to help articulate the philosophy, justify the projects, and develop the functional requirements, size and spatial relationships for program managers, engineers and architects.

There is no "cookie cutter" ap-

proach possible for a CAC. Each installation will have to master plan its own CAC based on its needs for facility replacement. The CAC Design Guide shows many approaches for phasing in the changes to create community malls, main-streets, strips or town squares by using new construction, modification or existing facilities and "fill-

ing-in" between existing structures. This CAC Design Guide provides visual examples that bring insight to the concept and philosophy.

### Funding

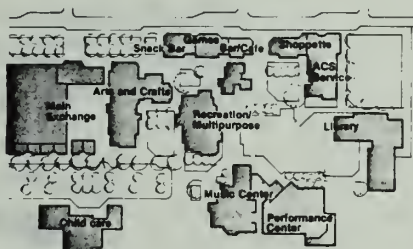
DOD Policy for Funding Construction of Community Facilities prescribes the funding source (i.e., APF, NAF or Private Funds) for each type of MWR facility. DOD directives also prohibit the mixing of NAF and APF (MCA) in the same project for the same purposes. However, in the case of CAC, DOD has delegated approval authority for "exceptions to policy" to the Service Secretaries. The approval authority and dollar thresholds are: MACOM

Commander.....Up to \$200 K  
Assistant Chief.....\$200K to  
Engineers (ACE).....\$1,000K  
Assistant Secretary of the  
Army (OASA) ..... Over \$1,000K

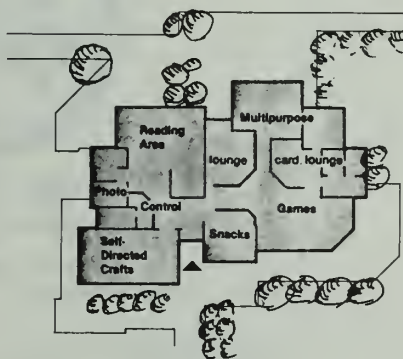
Regulatory guidance was necessary to overcome engineer concerns toward projects requiring combined funding. This guidance was first published in MWR UPDATE 7, August 25, 1985.

The procedures provide a clear, simple system for apportioning costs and the method for dual submission of project requests simultaneously in NAF and APF channels.

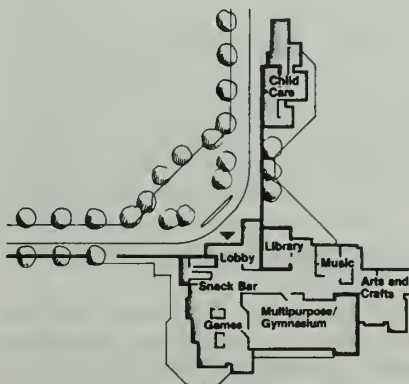
Due to the lack of guidance in the past, relatively few CAC projects have been achieved. The two Army projects (Garlstadt, Germany and Aliamanu, Hawaii) were almost totally funded from APF under base expansion or family housing projects. The Navy has similarly built integrated facilities at its submarine bases at Bangor, Washington and Kings Bay, Georgia. This new guidance can now open the door to integrated programming through consolidation of multipurpose CAC.



Main Post Center



Local Center



Local Center with Specialized Activities

# Designated driver now mandatory in clubs

All Army clubs are now featuring Designated Driver programs. Aimed at reducing or eliminating Driving While Intoxicated (DWI) incidents involving members of the Army family, the Designated Driver program is now mandatory for all Army clubs. Many clubs have featured special promotions to launch the program.

Through the Designated Driver program, clubs have received posters, flyers, news releases, draft letters to members and patrons, and supplies of buttons that support the program. Club employees wear "Ask Me About Our Designated Driver Program." A "Designated Driver" button will be worn by a member of the group (usually three or more persons) who will forego alcoholic beverages for the evening in order to handle the driving chores.

Designated drivers are getting special attention from the club. Clubs will provide at least one specialty non-alcoholic drink ("mocktail") and unlimited soft drinks or other non-alcoholic beverages while the designated driver and his/her group are at the club. Some clubs, as a bonus, offer discount or dollars-off coupons to the designated driver for redemption at a later time. The Designated Driver button is also a signal to other patrons of the club that the wearer is a caring and devoted friend.

The program is operated jointly by the Army Community and Family Support Center and the Army Safety Center. DWI is a major cause of death, injury and destruction of property. In 1985, alcohol-related vehicle accidents killed 103 soldiers and injured 363.

The concept is not new—designated driver programs are already in use at many clubs, military and civilian. A national effort to stem DWI incidents has resulted in an advertising campaign to remind that "Friends Don't Let Friends Drive Drunk." Directly supporting the

program, the National Safety Council has emphasized the theme: "Designated Driver: Being a Friend." The Army's project encourages responsible celebration

and is intended to complement stringent DWI deterrence and detection measures already in operation by military and civilian law enforcement agencies.

## BE A FRIEND FOR LIFE.

As a Designated Driver, you can help your friends get home safely ...and still have a good time yourself.

Just say...



and receive

- FREE nonalcoholic beverages
- a "No Thanks" button

Visit your local Army club today

## DUI/DWI helps lose benefits

One more argument against drinking and driving adds emphasis to the Army's designated driver program and other attempts to eliminate Driving While Intoxicated/Driving Under the Influence charges involving military personnel and their family members. This one involves Veterans Administration benefits!

Dependents of service members who die on active duty, as well as veterans with anything but a dishonorable discharge, are generally

entitled to a variety of VA benefits.

However, the Veterans Administration can deny these benefits if a death or injury is determined to be the result of "willful misconduct."

The VA defines willful misconduct as an action taken with full knowledge of the risks involved, or with a "wanton or reckless disregard for its probably consequences."

According to VA regulations, this (See **BENEFITS**, page 28)



## ***Making the transition: Providing new, exciting programs***

During the past two years, Army clubs have been making a difficult transition from heavy reliance on alcoholic beverage profits to a system that must profit through quality food programs. Factors accounting for this shift include: a changing societal attitude toward health and fitness and away from alcohol. Distilled spirits consumption has decreased and wines and malted beverages increased. Low alcohol, exotic drinks have become big sellers, but not enough to offset the losses. Additionally, Federal, state and local driving and third party liability regulations are making the entire restaurant industry relook its *modus operandi*. Both drivers and restaurant operators must respond to these changes or face serious consequences.

Army clubs reflect these general trends, but we have not picked up new concepts to provide new, exciting programs for our membership. As a result, our Clubs' financial posture has weakened with an increased number of clubs ending FY 85 with less than successful results.

In March, the Department of the Army hosted a three-day Club Turnaround Conference to come up with solutions to the Army Club's problems. Attending were representatives from the Community and Family Support Center, U.S. Army Europe, Training and Doctrine Command, Forces Command, Health Services Command, Army Material Command, Military Traffic Management Command, Information Systems Command, Military District of Washington, Western Command, Army Audit Agency and several Directors of Personnel and Community Activities and Installation Club Managers.

### **New ideas provided**

Four industry consultants provided the conference with their ex-

pertise from the private sector. During the sessions, numerous ideas of both short and long term value surfaced. These ideas will enhance the club manager's job and provide more time for active management. However, the main thrust of the conference was to find immediate actions that would improve club operations.

The conference concluded that clubs should return to a five percent net income goal and mandate a three percent cut in labor expenses. A rough estimate is that clubs would realize a \$22.8M increase in profits if this goal is met.

The second short-term issue is the need to improve products and services offered to members. Private sector restaurants are changing their methods of operation to provide interesting, new menu items that are, *per se*, entertaining. Preparation methods and recipes are oriented toward light, nutritious entrees suited to customer demand. Seafood and poultry accompanied by freshly prepared vegetables have become standard menu items. Salads are now a common entree.

The industry recognized that new recipes must be researched and developed to provide customers with a fresh selection of items. Managers realized they had to become quite aggressive in order to compete in a business that is now described as "cutthroat." The conference noted that this is the environment in which our clubs must operate. Clubs will have to actively upgrade their menus, providing their members with the latest in food trends or else, be unable to survive.

### **Old established thinking**

Unfortunately, some club managers have not made the transition to today's thinking. The menus in their dining rooms lack imagina-

tion or innovation, nor do they represent the latest food preparation techniques. The result is club patrons are not getting the quality or service they desire and deserve.

In listing actions needed to improve the club system, the conferees included:

- an aggressive research program to update recipes and menu items and ensure that entrees are in vogue.

- Attend to the inside of clubs. Managers must meet and talk with guests, constantly checking to see if patrons are satisfied with food and service.

- Study methods of food preparation and presentation. Develop a well-coordinated menu that contains a central theme throughout.

- Taste-test recipes to determine if the seasonings are appropriate for the membership. (Noting that tastes vary with the locale).

- Cooks must be well trained on recipes so that they are totally familiar with the product's preparation techniques. This guarantees consistency of the product throughout its life cycle and its continued attractiveness to the membership.

- Quality raw materials must be used. There is a responsibility on the part of all to ensure that we order and receive the ingredients needed to make a superior product for our members.

In conclusion the conferees agreed that the most important facet of operations is that the club is to provide a service to the membership. Service means satisfaction for the members and their guests. They expect the finest available, and we are obligated to provide it. Our business is service!

# What's happening at Army communities...

**FRANKFURT, West Germany**—A popular piece of equipment in the Edwards Kaserne Branch Library in the Frankfurt Military Community, is the "Video Box" for small children. The small VCR monitor has three "telephones" and three stools; children press a button and watch a short film and listen to music or to stories in German. The box further exposes these children to German words and phrases that they may have already heard from friends, from accompanying parents while shopping on the "economy," or in the schools and kindergartens. "Kid Vid" also gives parents a few minutes to make their library selections, and—most important—it makes coming to the library a pleasant experience.

Ann Burksi, Frankfurt Community Librarian, took the idea from German banks which have installed video boxes to keep children occupied while parents conduct banking business. Florence Mason, Extension Librarian, reports a "super response." Other community organizations where people must wait or fill out forms—banks, ID Cards Offices, Central Processing, housing offices—are considering investing in the video boxes.

**DALLAS—Members of military reserve components now have 12 months to use their accrued exchange privileges under a recent change to regulations.**

A revision to AR 60–20/AFR 147–14 (Exchange Operating Policies) extends the time reservists have to use their entitled shopping days from six months to a year from the date privileges were earned.

Entitled shopping days are indicated on a members' earnings statement or letter of authorization as appropriate. All AAFES exchanges have been advised to effect the change immediately pending formal publication of the

changed regulation.

**Camp Zama, Japan opened a new hourly care facility in February.** The building was renovated to meet Child Development Services specifications and is designed to meet the short term hourly child care needs of the community. Hours of operation were established to support volunteers, hospital appointments, the extended hours of the Post Exchange on Wednesdays and to meet the needs of parents attending church on Sundays. Although the facility is primarily for short term care on a drop in basis, reservations can be made up to two weeks in advance. The Sagamihara and Sagami Depot facilities are still available for full and part day care.

**FORT HOOD, Tex.—This year, it's Learn How to Jet Ski, Learn How to Wind Surf, Learn How to Wind Sail, and Learn How to Rappel.**

Fort Hood's "Learn How to" programs are designed to acquaint soldiers, family members and civilian employees with new leisure time activities, learning new recreational or lifetime skills, and have fun doing it. Fort Hood has a wide range of leisure time activities, most of which are free or are provided at minimal cost. Soldiers and family members are encouraged to sample as many activities as possible during their stay at Fort Hood—helping them to stay mentally and physically fit, have fun, and expand their horizons.

Instructions for the "Learn How" program are taught by contract instructors or individual volunteers who are certified in or are otherwise proficient in the area of instruction. Equipment for the new programs being offered this year was purchased with Capital Purchase Minor Construction funds.

**Congress and the GAO are continuing to request information on the upgrading of Army Child Development Services Centers.** Based on input from Army communities, an interim report was submitted which reflected the significant improvements experienced in Army CDS programs since 1982. Eighty percent of the Army's 297 facilities now meet minimum standards versus one percent in 1982. Thirty-nine of the noncompliant facilities are tied to construction projects. Headquarters Department of the Army Child Development Services will continue assertive monitoring and corrective action efforts to pull the remaining facilities into compliance.

**Recently Fort Leavenworth celebrated the grand opening of its new Child Development Center Annex.** Col. H. T. Fincher the Garrison Commander presided over the ribbon cutting ceremony along with Mrs. Virginia RisCassi, the Commanding General's wife and Mrs. Gillis, wife of the Post Command Sergeant Major.

The annex, composed of 4 prefabricated modules, is large enough to accommodate 16 additional children in full-time day care and up to 120 drop-in care.

Work on the facility began last fall. By September, installation officials were predicting a late-November opening for the annex. A series of manufacturing delays, compounded by severe weather along the route from the Colorado factory, pushed the opening into the new year.

The annex reduces the space-per child imbalance that has long plagued the 40 year old main child care center building, while adding bright, modern surroundings and a number of amenities not available in the older section.

Current plans call for the annex to be a stop-gap measure. Long range



plans call for building an entirely new center in the late 1980's or early 1990's.

**1985 was the year for Holiday Sharing.** In the program coordinated by the ACS Volunteer Corps in Schweinfurt, West Germany, donations exceeding \$4,500.00 were received from local organizations, units, and families. A total of 335 checks, made payable to the commissary, were given to deserving families selected by the units for each of the Thanksgiving and Christmas Holidays. Checks instead of food baskets are provided to families so they may choose their own holiday menu according to their ethnic and religious preferences. The ACS volunteers in Schweinfurt have been conducting this program since 1982, but this has been the best year ever. More money has reached more families than ever before.

**What's large with four wheels and tours? A turtle. Still puzzled?** The Information, Tour and Travel Office at Fort Lee, Va., has recently purchased a Turtle top tour bus to expand its program.

Equipped with a restroom and ample storage area, the newly acquired bus accommodates 24 passengers, according to Arla Guild, chief, Entertainment-Recreation Center Section.

Plans for the bus include overnight tours not available with the military bus.

Scheduling for use of the new bus is handled through the ITT Office. Official organizations and members of the Fort Lee community can request to charter it by sending a written request with the proposed date, time and destination through the Entertainment-Recreation Center Section.

The ITT sponsors the scheduling of the bus and will furnish a driver for all tours, according to Cardelia Lee, ITT director. Prices vary according to the destination but will include cost of the bus and driver.

According to Lee, the bus was

purchased because, "We wanted to expand our services to the Fort Lee community."

The ITT Office has an intermittent hire for scheduling tours, performing maintenance on the bus and publicizing its availability.

"The staff is very excited," Guild said. "We've waited almost a year for the bus to arrive."

For more information, call (804) 734-2050/3067.

**FORT KNOX, Ky.—Military families are often away from loved ones** because of unaccompanied overseas tours and moving from one duty station to another. Grandparents lose the joy of watching the children grow, baby's first steps or just regular visits.

Copple Recreation Center at Fort Knox now offers a video service which can put you on videotape to send to others or keep as a living memory. Play a musical instrument? Record a jam session for friends, family or for yourself. That big break could come your way by sending a music video as an audition tape.

A family took advantage of the new video service. The entire family relaxed in front of the camera wishing family and friends a Merry Christmas and the children gave their reports of school, friends and what they've been doing since grandma and grandpa saw them last.

Letters and snapshots are pale in comparison to full color video tape. Videos offer the excitement and emotion often lost when trying to write.

A video tape can be made of your wedding as a permanent memory and copies can be sent to those who could not attend. A baby's birth is an important moment in a family's life. Unfortunately the new grandparents can't always be there for this happy occasion. However, the occasion can be shared with a video of baby testing his lungs for the first time or opening his little eyes to his new home and family. Send home a video tape to your parents or sweetheart. The tape will in-

clude post locations and portions of basic training with a personal message from you.

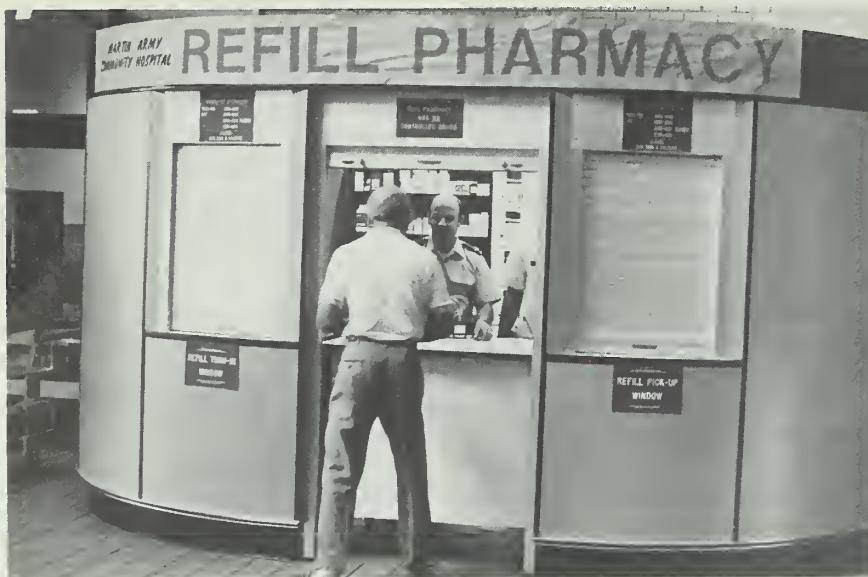
Services offered are births, birthdays, baptisms and barmitzvahs, living wills, children's identification tapes, eulogies, household goods security list, family reunions, holidays, or any occasion you want to remember, because today's happenings are tomorrow's memories.

**In Schweinfurt, West Germany, single soldiers and families have yet** another alternative to get involved with their community and local German people.

Sponsored through Army Community Service, the "Friends" program started out as a form of the "Big Brother" program in the states, trying to provide support for children of American single parents. When it was found that an adequate support system existed for single parents, ACS looked for other children who could benefit and found them located in the local German Kinderheim in Grafenheinfeld. This home is run by the Catholic church and supported by the state. Many of the children have families, but for whatever reason, they are unable to care for them on a daily basis.

Once a month, the American "Friends" get together to plan an activity with the children. In the past, these activities have included Halloween and Christmas parties, volksmarches, and other events. The group has been successful in securing transportation assistance from the community and other assistance from local dining facilities, and the ACS Volunteer Corp.

Currently, the group boasts approximately 25 American members who work with about 35 children. The aim of the group members is to form individual relationships with these children and serve as role models and friends. Those who have been involved in the program have found it rewarding and an interesting way to learn a little about children and German customs.



*Martin Community Hospital maintains a refill pharmacy module at the Fort Benning, Ga. Mall. The pharmacy allows patients to visit post exchange, bank, commissary or other facilities in the mall while having a prescription refilled. The module, paid for by NAF refills approximately 400 prescriptions per day. (US Army Photo)*

## Lee applies principle of Army family to program

by Rose Graning

**FORT LEE, Va.**—Fort Lee has developed an outstanding Family Action Program. The principles of the Total Army Family—Family of Units, Family of Components, and the Family of People are understood and applied. A Family Action Plan has been published and resources have been spread into all areas. Command support, an essential ingredient, is present.

The program is directly under the Chief of Staff. A Family Action Council has been created as the "umbrella" for all family action programs and projects on the installation. The council consists of 35 members from all components and meets quarterly to review programs, establish policies, etc. Under this council five working

committees were established:

(1) Family of Units committee chaired by the Quartermaster Brigade Commander. Membership leans heavily toward troop leaders.

(2) Family of Components committee chaired by the Chief, Office of the Quartermaster General since this area leans toward the Reservist, retiree and civilian employees. It has a wide range of membership, but includes the Reserve Component officers stationed at Fort Lee.

(3) Health Consumer committee—chaired by the Hospital Commander. Membership includes all components.

(4) Morale committee chaired by the DPCA. Its functions are basically in Morale Support Activity (MSA) and Deputy for Engineering and Housing (DEH) areas. Membership includes MSA and

## Imagination is key to integration

At Fort Huachuca, Ariz. a superb effort has been made to integrate programs not normally associated with Community Centers.

At Murr Recreation Center, well-balanced, diversified programs that strive to meet the needs of all in the community are offered. The activities include self-defense and exercise classes, horseback riding and volksmarches.

A special effort has been made by the Murr staff to implement activities that involve whole families. Special programs include family game nights, ice cream parlors, BBQs with activities for every age group, family fashion shows, talent shows, exhibits by collectors, and self-help programs.

Fort Huachuca has also implemented outreach programs to introduce the Center to persons who normally would not frequent it. Community activities such as roller skating for handicapped youth from a neighboring town, free gift wrapping and tax assistance support the purpose of providing total recreation to the Army community.

Imagination is the key; Fort Huachuca is a successful example of creative integration toward the development of total fitness for the Army family.

DEH plus other components.

(5) Support committee chaired by ACS Officer. Functions are basically involved in the traditional family areas, Army Community Service (ACS), Child Development Service, Red Cross, etc.

Taskers from the Family Action Plan are assigned to the various committees or various staff activities as appropriate.

(See LEE, page 30)



# Deposit Waiver program successful at Polk

by Sp4 Dan Andrews

As enrollment of utility companies, landlords and soldiers in the Security Deposit Waiver Program continues to grow, so too does the relationship of Fort Polk and its neighboring communities.

There are currently over 7,500 soldiers who received waivers for security deposits with one or more of the four utility companies and eight rental agencies involved. At present there are 1,042 housing units covered under the program.

The utility side of the program is managed by the Staff Judge Advocate (SJA), who handles all delinquent utility accounts. "The program has been very successful," said SFC Rick Cook, special projects NCO for the SJA. "Years ago, a soldier would have to shell out anywhere between \$700 and \$1,000 just for deposits. Now we're down to \$100 to \$200."

Cook explained that the program with South Central Bell Telephone, was originally suggested by the Leonidas Polk Chapter of the

Association of the United States Army in 1983. Fort Polk has rapidly expanded on the program from that date.

While accounts with utility companies are maintained by SJA, accounts with landlords are maintained by Housing Referral. According to Joe Treadway, Housing Referral officer, his office is responsible for negotiating contracts with landlords, maintaining waiver forms, briefing incoming soldiers and attempting to handle landlord-tenant disputes.

## Delinquency rates dropped

According to Cook, the delinquency rate of Fort Polk soldiers is three to four times less than that of the civilian community.

"We've got utility companies and landlords knocking the door down to get in the program," Cook said. "Before, they had to work with the individual. Now they just contact us, and we have the authority to contact the delinquent soldier's commander. "But it works the other

way, too," he continued. "If a soldier sees that he can't pay a bill, we can work it out. One guy versus a utility company is often difficult, but we have a little more authority. We can usually set up a payment plan. We work a lot with the Army Community Service's Budget Counseling Service and the SJA's Legal Assistance Branch."

Cook reminded that soldiers who fail to pay their debts are subject to Article 15 action. "Ignoring bills won't make them go away," he said. "Soldiers can avoid a lot of trouble is they bring the problem to us, instead of us bringing the problem to them."

Cook suggests that first sergeants lay it on the line when briefing new soldiers and counsel them on their ability to live off post. "First sergeants and commanders are the guys who influence the soldiers the most," he said.

"It's hard to make the sacrifices necessary to meet these bills sometimes," Cook said, "but if you can't take care of the basics of life, you surely can't take care of the luxuries."

# Goals necessary for volunteers

by Nancy Brennan

Gayle Rippe's advice to our community volunteer is to "have a goal," and Gayle knows what she's talking about.

Gayle works two and a half days per week as the Army Community Service (ACS) Volunteer Supervisor, directing the efforts of 22 people. These volunteers work in various positions as receptionists, typists, Worldwide File clerks, Mother's Outreach helpers and Job Information Center staff.

Rippe has two years of business education and has worked her way up from the entry-level positions of receptionist.

She has since worked for ACS in-and-out-processing, in the English as a Second Language Program, and has served in volunteer supervisor positions at Fort Leavenworth, Kansas and in Fulda, Germany.

Although she has guided herself through her volunteer career, Gayle says that she has tried to pattern herself after a volunteer supervisor she admired back at Fort Campbell, Kentucky. Her goal has been to become as skillful a supervisor as that supervisor.

One of the hardest aspects of Gayle's job is retaining ACS volunteers. More and more Army wives are taking paid positions, which means there are fewer vol-

unteers available. Those who volunteer often find that volunteer positions are not always gratifying. In fact, volunteering can become just plain drudgery.

It is then that Gayle must explain that there are times when a paid position, too, becomes repetitious and boring. She then reminds them of their personal goals. With goals such as learning to type or developing organizational skills, volunteers find they are able to get past the hard times while growing in new directions.

Gayle Rippe's advice "to have a goal," and consciously pursuing it, has made her a success story in Wuerzburg.

# Suicide prevention program: Helping to lower the problem

During 1985, the Army lost 116 active duty soldiers, 19 adult dependents, six dependent children, 15 DA civilians and 16 others to suicide. (Statistics are correct as of Jan. 16—number may increase slightly as some uncompleted 1985 cases are closed.)

While cautioning against drawing any conclusions from an apparent increase in the number of suicides, Army officials nevertheless stressed that suicide is a serious Army problem.

Between 1980 and 1984, the number of active duty suicides reported was fairly constant—between 79 and 89 each year—according to Capt. Robert W. Thomas, a psychologist with the of-

fice of the Deputy Chief of Staff for Personnel and the Army's expert on suicide.

Thomas said that Army suicide statistics appear higher this year because they are being counted differently. For the first time, military police serious incident reports are being used in conjunction with Army casualty reports. In addition, up until 1985, the Army only kept track of active duty suicides, said Regina McNew of the Military Police Operations Agency. This year several other categories of Army suicides were counted in arriving at the 172 total. So there is no way of knowing whether or not the actual number of suicides has increased, said Thomas. Furthermore, he said that he knows of no cause for an increase in Army suicides, as he does not believe that Army conditions have changed significantly.

Whether or not there has been an actual increase in the number of Army suicides, the problem is a serious one, said Thomas. Suicide prevention is important on all levels, he said. Leaders, he stressed, need to be trained to recognize warning signs and how to react to them.

"We're hoping to encourage leaders to continue to demonstrate that the Army really cares about its members," said Thomas.

Several steps are being taken by

the Army to educate soldiers, DA civilians and family members about suicide. In July, a videotape on how to recognize warning signs was distributed Army-wide through training aid support centers, and it is being heavily used, said Thomas. He said that comments from the field have been positive, and that the tape, entitled Suicide Prevention (Cav production #701299DA), is still being requested. Several viewers have remarked that if they had fully understood suicide before, they may have been able to save a life, said Thomas. The tape is available at all installation training and audiovisual support centers.

Copies of a memorandum entitled Model Army Community Suicide Prevention Program are being distributed now to the Director of Personnel and Community Activities at each post. The memo serves as a guide for setting up a Suicide Prevention Task Force, made up of the Director of Personnel and Community Activities, Chaplain, Staff Judge Advocate, Public Affairs Officer, Provost Marshal, Drug Abuse Control Officer and Health Services employees. Thomas said the mission of the task force is to coordinate all suicide prevention efforts and activities and to review all instances of suicide on the installation.

Thomas said another videotape, currently in production, deals with

(See SUICIDE, page 30)





# Family Action Plan:

## Making life better for the Army

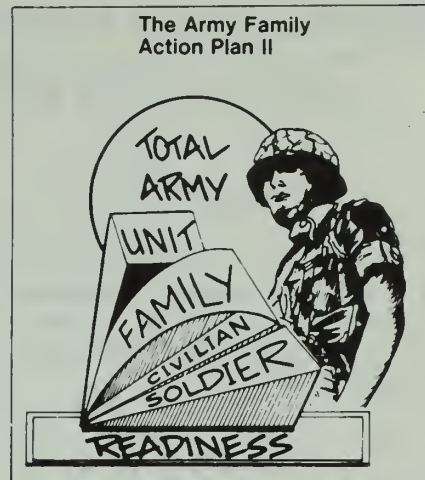
(Last in a series)

by BG Edmond S. Solymosy

This is the third and final installment in a series on the Army's Family Action Plan (FAP) and how it moves through the Army's seven year resourcing process—the Planning, Programing, Budgeting, and Execution System (PPBES). In my first article, I addressed the initial, or planning phase of PPBES, and Programing, the second phase was discussed in the Winter edition of the *Sentinel*. In this article I will conclude the discussion of the

PPBES by examining the final two phases—Budgeting and Execution.

Briefly, you may recall that the plans produced conjointly by the Family Planning conferences and the various supporting staff activities were translated into various Program Development Increment Packages (PDIPs). Each PDIP addressed a single family issue in terms of total resource requirements—all the dollars and/or other resources required from all sources to do what needs to be done. Each PDIP is



presented to the Army Staff for careful examination and prioritization. The results of this action are used to create the Program Objective Memorandum, or the POM, which is the Army's prioritized list of approved PDIPs. The POM represents the Army's resourcing program for the five years following the budget year.

### Process review

The next step in the PPBES process is a review of the POM by the Office of the Secretary of Defense (OSD) to examine how we have proposed to allocate our resources among programs. Once the review is completed, the OSD publishes the Program Decision Memorandum (PDM). The memorandum reflects OSD decisions concerning Army programs which must be changed before the budget can be submitted. At this point, the POM becomes the Five Year Defense Plan, or as it is often called, the FYDP. When the Army receives the memorandum, the programing phase of the PPBES is concluded and the third phase—Budgeting—begins.

### Budget Formulation

The Budgeting phase lasts from July until Congress appropriates the funds and the President signs the appropriations bill into law. The Budgeting phase is the most difficult to explain because much of the

(See PPBES, page 27)

## Regulations out soon on smoking

Numerous changes are proposed to Army smoking policies based on the publication of DOD Directive 1010.10. This March 11, 1986 publication is the most extensive and aggressive anti-smoking campaign in military history, and was ordered by Secretary of Defense Caspar W. Weinberger.

The directive prohibits smoking in auditoriums, conference rooms, classrooms, elevators and official buses and vans. In addition, smoking is not permitted in common work areas shared by smokers and non-smokers unless adequate space is available for non-smokers and ventilation is adequate to provide them a healthy environment relatively free of contaminants.

The new rules also state that DOD components can no longer participate with manufacturers or distributors of alcohol or tobacco products in promotional programs, activities or contests aimed primarily at DOD personnel. The policy does not necessarily prevent

accepting support from these companies for worthwhile programs benefiting military personnel. For government activities to accept promotional items from these companies, the government activity must not directly or indirectly endorse their products.

The Army is developing implementing regulations to the new DOD directive. 40 health and fitness experts representing 30 government and private agencies attended a mid-March conference. A series of goals and specific actions were proposed. One proposal being staffed would ban the sale of tobacco products from installation vending machines and in bowling alleys, clubs, etc.

No decision has been made on these proposals, but as a minimum, managers of MWR activities can expect to establish no-smoking areas in food and beverage activities. Adopted changes will be publicized and changes incorporated in AR's 1-8 and 215-2.

# Sexual Abuse Prevention:

## Test program starts at nine posts

by Phyllis Hanniver

The "Children's Self-Help Project" (CSHP) is a sexual abuse prevention program that is currently being piloted by Army Community Services at Fort Ord.

According to Curtis Gosney, Family Advocacy program coordinator, CSHP is a program designed to teach children how to protect their own bodies. "It is not a program to scare kids about sex," he said.

"We teach them how to say 'no,'" he continued. "Most children are reluctant to say no because they are taught not to."

Gosney and his partner, Nancy Haralson, manager of the Family Style Day Care Program, use puppets to teach young children the basic skills they need to stop or pre-

vent sexual abuse, whether the abuser is a stranger or someone the child knows.

Some of the skills taught include how to keep an arm's distance from people and what the difference is between a good secret and a bad secret. For example, a "good secret" might be that there's going to be a surprise birthday party for brother, but a "bad secret" might be someone touching the child in a wrong way and then threatening him or her if it's not kept a secret.

### Kids taught to yell for help

Gosney and Haralson also teach the kids a special way to yell for help. "It comes from the diaphragm," said Gosney. "It's different than the usual high-pitched scream of a child. It makes people stop and listen."



Children are encouraged to keep telling about a disturbing experience until someone believes them. And they are taught to respect those "funny feelings" when they suspect that something's not quite right.

Most important, said Gosney, it is reinforced over and over again that it's never, ever the child's fault. "We must say that 200 times," said Gosney. "Sexual abusers make the kid feel guilty and then the kids think it's their fault."

"The reason kids are vulnerable victims is because they are dependent on adults," he said.

The CSHP is a San Francisco-based organization that began its child abuse prevention program in 1981. Its major goal is to teach school-aged children skills they can use to protect themselves against assault by strangers or people they know.

The Army is testing this program because it saw a need for it, said Gosney. "The number of day care facilities has risen dramatically in the last few years," he said. There are a lot of children on Army posts. "A viable program is wanted Army-wide," he said.

### Army families are mobile

"Army families are so mobile," said Haralson. "The continuity of one program throughout the Army would be fantastic."

Right now the program is only in a test stage. Nine military posts were chosen and two people from each post were picked to go to San Francisco for a seven-day training course. In June, after DA gets feedback from the 18 participants, as well as the reactions of parents and school officials, it will be decided whether to make CSHP an Army-wide program.

"The national estimate is that there are 250,000 cases a year of

(See ABUSE, page 23)



## HOME, from page 2

Mexico. The Home's first lands were a farm purchased from George Riggs, a founder of the Riggs National Bank, whose original residence there—now called Anderson Cottage—still graces the Home grounds. Four 19th-century U.S. Presidents had their summer White House at the Home. One, Abraham Lincoln, used the Anderson Cottage during three Civil War summers.

Today, its 300 acres of parklike grounds, with trees and plants of many varieties, grass-carpeted fields, and well-tended, quiet roads

and pathways, remind the visitor of a large university campus. The grounds include a nine-hole golf course, garden plots for those with "green thumbs," two fishing lakes with cook-out equipment, a miniature golf course . . . and abundant bird families, squirrels, and other small animal life.

The Home's stately structures are dominated by four large, hotel-size resident dormitories with private or shared rooms as desired . . . a 385-bed medical complex, the USAH King Health Center, which is a geriatrics-specialized activity exclusively for the in-patient and out-patient health needs of the Home's

resident membership . . . and a logistical area which provides complete utilities, support and maintenance services to the Home, including laundry, dry-cleaning, and shoe repair.

Indoors, one finds the central dining room with cafeteria-style service, a variety of delicious menu choices, and a big salad bar, as well as soup-burger-sandwich and special dietary options. There's a huge library and newsroom, a branch bank and credit union, a big auditorium/theater featuring the best in movies, a peaceful meditation room, a lounge, an AAFES (PX/BX) retail store and barber shop, and much more.

There's a well-equipped gym, a full-size automated bowling alley, and an indoor tennis court . . . many game, puzzle, and TV rooms and a variety of crafts and hobby shops . . . also exercise/workout rooms, the picturesque and challenging golf course, an adult education and personal development program . . . chapels and religious activities, and other programs and conveniences too numerous to list here.

The Home is managed by a Governor appointed by the President. By law, it is actively supervised by the Board of Commissioners, including six heads of Army and Air Force staff agencies as well as the two top noncommissioned officers. Ultimate responsibility is shared by the Secretaries of the Army and Air Force. The Home's Governor, Lt. Gen. (USAF, Ret.) George H. McKee and his staff take great pride in its history, beauty, and programs for service to the membership. Virtually everything is provided . . . housing, food, complete medical care, recreation and entertainment, security and comfort, even occupations and avocations for those wanting them.

The member residents total nearly 2,100 men and women, including those in hospital. Their ages range from a few in their early 40's to the oldest member who is 101 years young and doing fine. The

## ABUSE, from page 22

sexual abuse," said Gosney. "And parents should know that 85 percent of the time it's someone the child knows who is the abuser—not a stranger."

This can include anyone in the child's "support system"—relatives, parents, friend of the family, babysitters, etc.

### Child often knows abuser

"Most incest victims love and trust their abusers," said Gosney. "What adds to the child's confusion is that the act itself may feel good—the body responds with pleasure even though there is the sense that something is wrong."

The 45-minute puppet show for three- and four-year-olds is held for two consecutive days. First there is a skit and then everybody gets together for brainstorming and talking about what they say. Then Gosney and Haralson re-do the play and after that the kids do the play themselves. "All the kids get to participate," said Haralson.

After the show is over, the children are given 15 minutes of free time to play. Haralson and Gosney walk around the room and visit with the kids and if any of them has anything they want to talk about, they are encouraged to do so.

"If there were a possible child

abuse case, we would turn it over to the proper authorities," said Haralson.

The program discusses three kinds of "touches" and how to distinguish among the three: the "Heart Touch" (the good one), the "No Touch," and the "Question-Mark Touch."

"The Question-Mark Touch is what most victims encounter," said Gosney. "Someone they like is touching them, but they don't like the touch."

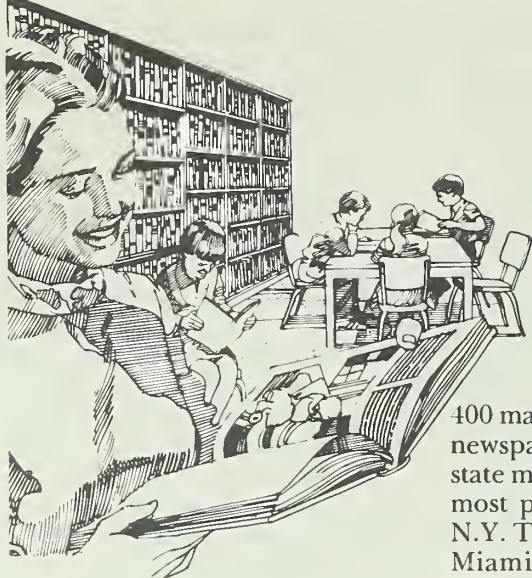
Gosney and Haralson are currently giving shows for three- and four-year-olds. In the future they hope to present the show to school-aged children, the family day care centers on post and then, if there's time, the elementary schools on post. For kindergarten-aged kids and up, the presentation is given without puppets.

Parents must sign a consent slip in order for the kids to participate and they are encouraged to attend the Parent Awareness Class that is part of the program.

"The kids' reaction to the show is unbelievable," said Haralson. "They are captivated by the puppet and very keyed-in to it."

"I'm 100 percent of the program," she said. "The curriculum is fantastic, it's standardized for mobile families and it's long been needed."

(See HOME, page 30)



# Army libraries: *More than just a place to hang a hat*

by Ken Wynn

Books, books, books and more books, that's all you can expect from a library.

Wrong, especially at the Fort Stewart Main Post and Hunter Army Airfield Branch libraries.

Of course, books are the byword of the program but there's so much more geared for the soldier, family member, retired military and civilian.

Both libraries have a special browsing collection which gives the patron quick access to all new books and best sellers (fiction and non-fiction listed on the N.Y. Times best seller list). And since paperbacks are so popular, both have a collection of top selections for checkout. Or, if you have your own paperbacks taking up space at home or the barracks, come in to either library or stop the bookmobile and trade them, one-for-one, on the swap shelf.

And, if there's a special book you want and can't find it, don't fret, it can be obtained. Just let the library technician know and it can be borrowed from Inter-Library Loan via an on-line computer system which has access to approximately 4,000 libraries nationwide.

After books, what then?

## Magazines and newspapers

Both libraries subscribe to over

400 magazines and daily and weekly newspapers, including any out of state metropolitan newspaper. The most popular newspapers are the N.Y. Times, San Francisco Herald, Miami Herald, Atlanta Journal, Wall Street Journal, Charlotte Observer and Los Angeles Times.

For research and reference purposes, backfiles of many titles, both magazines and newspapers, are on microfiche for your convenience.

Records, cassettes and 8-track tapes in all music styles, as well as language learning materials and other spoken word recordings are available for checkout. No equipment for listening is available in the library. (Equipment for listening is available in the Music Center, however.)

Studying for the GED, SAT, (or PSAT or ACT) or CLEP exams become much more easier for patrons if they use the videocassette study programs and workbooks available for use on the libraries' equipment.

## BASIC Learning at library

Have a curiosity for computers?

Let a computer do the working. Both libraries have computers for use.

A Radio Shack TRS-80 is easy to use; a Columbia (IBM clone) can also service your needs. Not only does the library have computers, 24 computer instruction programs are available for check out to use with the computers. The programs can be used in the library or taken home.

Come in and teach yourself BASIC, learn to manage your fi-

nances using LOTUS 1-2-3 or learn to communicate using Crosstalk.

Picking a college may be easier if you examine the libraries set of college catalogs on microfiche. You can investigate course offerings, requirements, answer all questions and narrow down your choices.

Anytime you have a question or need information, the Reference Section, at either library can help. There are many resources in which to locate your answers on subjects ranging from A to Z. Because reference books, magazines and newspapers do not circulate, there is a coin-operated copy machine available for the patrons use.

## Children area available

Children aren't forgotten either—they have an entire room of books and materials just right for them.

And, there's a Dial-A-Story to listen to an entertaining three minute story by a professional storyteller. The story changes each week. The schedule is printed monthly in the Community Recreation Division Bulletin.

So that you can take full advantage of all these materials and services, the Fort Stewart and Hunter AAF libraries are open nights, weekends and holidays.

And, don't forget the Victory Bookmobile, which operates at both installations weekly in both the housing and unit areas. The bookmobile rolls Mondays, Tuesdays, Thursdays and Fridays at Fort Stewart and Wednesdays at Hunter AAF. Schedules can be obtained at either library.



# Stuttgart keeps Family Care Plan going

by Kathelene Helus

Sgt. Elaine Smith, communications specialist and the mother of 5 and 7-year-old boys, was soundly sleeping when a ringing sound buzzed through her head. Struggling through a fog of sleep, she reaches to answer the ringing phone. A voice in the phone says, "Sgt. Smith, Exercise Lorax is now in progress!"

At the sound of those words Sgt. Smith is completely awake despite the fact that it is 2 a.m. She knows that she has only two hours from the time of her notification to report to her duty station: Noncombatant Evacuation Operations (NEO) unit in full combat gear.

After a quick call to her emergency babysitter, Sgt. Smith rushes around getting herself and her family members ready to move out. Of course, Exercise Lorax is only a training exercise, but she reacts as if it is real. Her main concern is to arrive at her unit on time and ready for duty. She knows that her two boys will be taken care of even if the exercise was for real. In situations like this, Sgt. Smith has a plan—a "Family Care Plan."

The Family Care Plan is not new to the Army, however, it is a program that has not been utilized to its fullest extent, until now.

Within the Greater Stuttgart Military Community unit commanders are notifying all personnel identified as needing a Family Care Plan asking them to either update or reverify their approved plans.

## Caring for family

A Family Care Plan lets a soldier's superiors know who will care for his or her family members during alerts, deployments, field requirements, charge of quarters duty, guard duty, and normal duty day. It also lets them know who will act as escorts for family members if evacuation becomes necessary,

and who will be the guardian for family members upon their arrival at the point of destination if evacuation becomes necessary.

The Family Care Plan is a necessary part of the soldier's NEO packet, however they are not one in the same.

## Identifying needs

Not everyone in the Army has to submit a Family Care Plan to their commander. Those identified as needing plans are all officers with less than three years of service and enlisted personnel regardless of number of years service who are:

- married to another soldier and having minor family members under the age of 18 or

- married to another soldier and have responsibility for the care of family members who are unable to provide for themselves (handicapped or infirm), regardless of age or

- sole parents or sole guardian of minor family members, this includes soldiers having sole custody of children because of divorce, legal separation, because spouse is not residing permanently with soldiers, or because spouse is not capable of taking care of his/herself or

- sole parents or sole guardians of family members who are unable to provide for themselves (handicapped or infirm), regardless of age

When Sgt. Smith arrived at her present unit, she was identified as a sole parent. Her training non-commissioned officer informed her that she needed to update her Family Care Plan. All soldiers with a Family Care Plan must have it verified by the gaining command during inprocessing and upon reenlistment or extension of enlistment.

At a minimum, a soldier should update his or her plan annually, usually during the birthday month. Of course, verified plans which have not changed do not require sub-

sequent approval.

After being informed of the requirement to update her family plan, Sgt. Smith made an appointment with the commander for counseling and command approval of her Family Care Plan.

Prior to her scheduled appointment Sgt. Smith made sure she had all the necessary paperwork, i.e., a DD Form 1172 for all family members and Power of Attorney and medical releases for designated guardians and the names and addresses of those individuals who would care for her family members.

## Families are primary

Having been in the Army for a number of years, Sgt. Smith knew that the primary responsibility of the soldier is to arrange for the care of family members so as to:

- be available for duty when and where the needs of the service dictate and

- be able to perform assigned military duties without interference and

- remain eligible for worldwide assignment.

At her meeting with the commander, he pointed out the fact that soldiers do not receive special consideration in duty stations based solely on their responsibility for dependents.

Then the commander and Sgt. Smith went over each of the items on the Family Care Counseling Checklist (DA Form 5304-R). He wanted to be sure that Sgt. Smith understood that if the completed plan was inadequate or not returned in sufficient time to be processed (within two months) the consequences are depending upon the situation:

- enlisted soldiers are counseled regarding the involuntary separation provisions, which can be carried out whenever parenthood

(See PLAN, page 27)

# Family support group starts rolling

by Myrna Veveiros

Shortly before 8 p.m. on a Saturday, the bell tolled for Jan Ligon and four staff members of the Family Support Group of 2nd Battalion, 9th Infantry Regiment. An alert was on.

Ligon, chairman of the support group, immediately called Terry Wojick, who called Linda Windham, Kathy Johnson and Joyce Graham. Ligon then notified the Family Support Group's company representatives.

Each of these women, in turn, notified three or four other women and the support groups "telephone tree" was rolling.

"Each of the representatives activates her own company," Ligon explained. "For instance, Becky McManus just activated A Company. She has contacted three or four of her staff members and they are notifying an assigned list of wives that an alert is in force. The companies are broken down to platoon size for convenience, consequently no one person has a great long list to call. The system works well and takes a surprisingly short time," she said.

## Deployment starts

"We read an official statement that said, 'Our unit will be deploying on a training exercise and at 0800 hours tomorrow (8 a.m., Sunday) we will be given further information on their destination and date of redeployment. You will be notified at that time or shortly thereafter.'"

"As soon as we read the statement and ask if they understand it, we also ask if there are problems or questions we might be able to answer," she said.

As the staff team reported back, company by company, Ligon took the calls, made a note of the time, unit name and number of people called. The first problem, a minor

one, popped up at 8:10 p.m. A wife wanted to know if she could take something to her husband at the staging areas. The answer was, "No, but he can probably get what he needs there, anyway." Another wife wanted to know if her husband was really going to be deployed. "He has a profile," she said.

Ligon promised to check on the soldier in question as soon as possible and let the worried wife know.

## Few problems

By 8:20 p.m. the only problem was a wife eight-and-a-half-months pregnant who was upset. She wanted to know if her husband would be home when she gave birth. There was no way, at that time, to tell her anything, but Ligon made a careful note of her name, address, telephone number and condition and promised to get back to her the following morning with what information was available.

The lengths the team members take to locate spouses is extraordinary. Lynda Mulnix, for example, found one telephone number that was incorrect. She drove to the address listed, and found that the address was wrong, too. It was frustrating.

"It happens," Ligon said philosophically. "As hard as we try, we still have wrong numbers and wrong addresses. But, we have a back-up system of notification to support the telephone tree. We mail a letter to each name on our calling list.

"The letter has the available information about the deployment and the names and telephone numbers of every helping agency on Fort Ord. We have them in English, Spanish and Korean. If we find spouses who speak other languages, we have access to personnel at DLI and MPC who can give us a hand."

By 9:35 p.m., three family support teams had reported back, explained difficulties they had

encountered, and were checked off Ligon's list.

## Troubles begin

By 10 p.m. it was obvious that one company was in trouble. No one had heard from the wives of that unit. Ligon called the person in charge. The problem was simple. Two of the women designated to call for that unit were not at home and could not be located, so the two remaining team members had divided the list in half and were making all the calls. It took a while.

At 10:22 p.m. that unit reported in, triumphantly! In spite of the snag, everyone on their lists had been notified, and they had encountered only one or two minor difficulties.

Ligon checked the last of her lists. "It went well," she said. "We expected some surprises like this. After all, it was a no-notice alert.

"The big problems won't hit for two or three days. That's when some families will find themselves out of money, out of food, perhaps with an expired ID card, no Power of Attorney or almost anything.

"In the letter we mail, we list the names of three women on the team who can be contacted for emergency assistance. That's in addition to the complete list of helping agencies. When the letters are received, about Tuesday or Wednesday, we will start getting trouble calls." "That's what Family Support is all about. We are here to help in case of trouble and need. It's a nice feeling to know that when your spouse is away there is someone you can turn to who understands the problems you are having."

## Phase two starts

Shortly after 8 a.m. the next day, Ligon was on the telephone again. The second phase of her Family

(See **SUPPORT**, page 27)



## **PLAN, from page 25**

interferes with military responsibilities.

- enlisted members will be counseled regarding bars to reenlistment for failure to provide an approved Family Care Plan, or for failure to manage family affairs.

- officer will be counseled regarding section XV, chapter 3 and section IV, chapter 5, AR 635-100.

(Officers and enlisted personnel in grades E-6(P) through E-9 will not be required to sign DA Form 5304-R or submit a DA Form 5305-R, however, they will be expected to maintain a personal family plan.)

### **Submit plan early**

It must be submitted early enough so that all commanders in the chain of command can review it and either approve or disapprove it within six months of the counseling session.

Sgt. Smith was fully aware that any commander in the chain of command could recommend approval or disapproval. Should her plan be disapproved, additional documents could be submitted.

If final recommendation for disapproval had come back, full justification would be forwarded through channels to the officer exercising Special Court Martial authority over the soldier.

Justification for recommending approval or disapproval should be based on whether, in the opinion of the soldier's superiors:

- the soldier has explained, to the satisfaction of the commander, his or her plans for the circumstances listed in the plan and that they are reasonable and workable and

- the soldier's status as sole parent, guardian or inservice parent has not interfered with the performance of military duties and

- the soldier is available for worldwide assignment except as provided for in Army regulations.

The regulations (AR 600-20 with Interim Change 103, DA Pamphlet 600-8 and AR 614-30) that all per-

sonnel who fall into the aforementioned categories will comply with the submission of a Family Care Plan.

As Sgt. Smith delivered the children to her approved care provider, she felt confident that if the command elected to test the validity of her family plan during this exercise or any other unit activity they would find it both reasonable and workable.

According to Staff Sgt. John Weidman, the training NCO in charge of the 6th Area Support Group Family Care Plan program, soldiers within the GSMC having questions about the program can contact their unit training NCO or commander.

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## **PPBES, from page 21**

activity occurs outside the Army—the OSD and Congress being the primary players. At this time, the PDIPs which were so carefully constructed and enthusiastically defended get rolled into appropriation categories such as Operations and Maintenance, Army (OMA) and Military Construction, Army (MCA). The Budget formulation phase is initiated when the Assistant Secretary of Defense (Comptroller) issues budget guidance to the Services. The scope of budgeting is directed at the first year of the FYDP because that year will be the focus of congressional attention for the coming year. After the Army has incorporated the new guidance into its budget, the OSD reviews the Army budget to ensure that its latest guidance has been applied and the numerous OSD budgeting formulas have been honored. Final decisions on the Army's budget are reflected in Program Budget Decisions (PBD). The resulting Army budget is presented to Congress in January in the document known as the President's Budget. Following submission of the President's Budget, Congress beings a detailed review of the Army's budget. The Army Leadership is deeply involved in the

presentation and explanation of the budget. It is during this review that Army Family programs have been subjected to intense scrutiny. Finally, when both houses of Congress cast their final votes on the President's Budget, which includes military appropriations, the Budgeting phase is concluded.

### **Execution phase**

The fourth and final phase of PPBES—Execution—occurs at all levels of the Army. It is here that the appropriated funds are transformed into services and supplies. The resources are tracked through installation finance offices accounting systems. However, the real analysis of financial information occurs at the installation program director level. The DPCA and its subordinate activities, for example, must initiate and track resource requests and/or personal service contracts to transform ideas, Army guidance and appropriated programs into reality. Without the energetic and concerned attention of the Army's installation family coordinators the programs generated through the Family Action Plans will never achieve fruition.

In conclusion, I want to leave you this single thought. Understanding  
(See PPBES, page 30)

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## **SUPPORT, from page 26**

Support Group operation was activated.

She read the prepared statement to her team and they began the final part of the telephone tree. These calls were of assurance. The last statement was as follows: "Our unit has moved to the vicinity of Fort Lewis, Wash., for a training deployment and exercise. The majority of the unit will return in a week."

The soldiers of 2/9th were home soon. During that time, their families' health and well-being was in good hands, because the Family Support Group was watching over them.

# 65 civilian spaces available at Basic Club Management Course

Sixty-five additional spaces have been set aside for civilian training for the remainder of FY 86, on a first come, first served basis.

The November 26, 85 Update to AR215-3, para 12-5 on Club Manager Training, mandates that "personnel who are initially hired as, or who are promoted to, the position of club manager must, as a condition of employment, attend the Basic Club Management Course conducted by the Soldier Support Center, Ft. Benjamin Harrison, within 12 months of their assignment. Failure to successfully complete the course may be grounds for reassignment, reduction to a lower grade, or termination of employment."

As the Community and Family Support arena has been rapidly evolving, the Club Management Course has kept pace. The course is tailored to meet the needs of current non-school trained managers, new entry level managers unfamiliar with Army business systems, and employees with the potential to manage. The five weeks of classroom academics have been upgraded to include computer business management simulations and hands-on training in automation using personal computers. The course offers essentials such as financial, food, beverage, and marketing management; internal controls; and personnel administration.

TRADOC	Mrs. Cindy Mitchell
FORSCOM	Mrs. Marlene Denny
AMC	Ms. Sandy Powell
DLA	Mr. John Pearson

Further information on the Club Management Course may be obtained by calling Major Dick Ku-

The highly acclaimed culinary arts program, called Food Enhancement, is already improving on CFS food service worldwide. It offers 12 days of intensive instruction in the basics of food production, service, and room setup to increase management awareness of quality.

Accelerated graduation up to two weeks earlier than the standard course is possible. Personnel with certifiable, broad based operational experience food and beverage management no longer must complete the on-the-job training phase of the course. This will save installations up to 20% of total student TDY cost.

Course prerequisites include a background in food and beverage operations, accounting, and/or personnel administration; and demonstrated potential for management supervision as the primary or assistant in charge. Familiarity with income statement analysis and budget preparation provides a valuable student head start.

Applications for the Club Management Course should be coordinated with the local installation training office and submitted through command channels to HQ TRADOC, ATTN: ATTP-MPS, Fort Monroe, VA 23651-5000. CONUS MACOM key points of contact are:

AV 680-2161
AV 588-3943/3938
AV 284-8435
AC 284-7394/6139

biak, Director, Club Management Course, AV 699-4485/6/8, Com/FTS (317) 542-4485/6/8.

## BENEFITS, from page 14

includes death or disabling injury caused by drunken driving.

"The willingness to achieve a drunken state and while in this condition to undertake tasks for which unqualified physically and mentally by alcohol is willful misconduct," the regulation states.

The VA usually bases willful misconduct determinations on police and hospital reports as well as the line of duty report prepared by the military service. The line of duty report details events leading up to—but not the cause of—the death or injury.

## PROGRAM, from page 3

agent for the Office of Personnel Management (OPM) the SEU must follow set rules and regulations and is accountable to OPM.

If there are insufficient well-qualified status employees available and the selecting official desires additional candidates to consider, the SEU should be utilized.

Currently, applications will not be accepted from individuals.

For more information write to: HQDA (DACF-NFS-D), Alexandria, VA 22331-0523, or call: AV: 221-9065/9066/9038 or Commercial: (703) 325-9065/9066/9038.

## SAILING, from page 12

stainless sink, waste receptacle, 3-burner stove with oven, ice box holding area, refrigerator/freezer, ice maker and bar area. The dual wheelhouse areas allow for either sailing or motor use. The lower deck has a complete central cooling and heating system. Shore or generator power sources are available.

The Fort Monroe Marina large boat program is completed with the addition of a 35' fishing vessel which will be used for group or individual fishing purposes in the Chesapeake Bay. This fishing vessel was obtained through the same system as the "Miss Monroe."



# Phone Friends:

## Helping latch-key children

by Jim Coles III

**FORT LEAVENWORTH, Kan.—** According to Barbara Adolphson, local Phone Friend supervisor, between one-quarter and one-half of the children ages nine thru 14 years old spend at least an hour per day without adult supervision in their own homes.

One of the responses to this continuing phenomenon is a fast-growing national program called Phone Friends, which provides an adult voice at the end of the telephone line to offer advice and reassurance to latch-key children.

Phone Friend, sponsored locally by Southwestern Bell Telephone, the YWCA, and supported by a number of civic organizations, such as the Fort Leavenworth Officers and Civilians Wives' Club began several years ago on the east coast.

"The Association of University Women started the program. They found a growing need for this kind of support because of the increasing numbers of single-parent families and two income families. Many times the parents can't afford a babysitter for the hour or two of overlap while both parents are out of the house," Adolphson said.

She said the midwest is fast catching up with both coasts in the number of homes where children are left alone.

"There is a large program in Kansas City. Topeka recently started a program and Salina (Kan.) is beginning a new program.

### Volunteers

Adolphson said Phone Friends takes calls from children from 3-6 p.m. Monday-Friday. With herself as the only exception, all 15 phone friends are volunteers. Office space, telephone lines, and most other kinds of support are provided by

the phone company and other sponsors.

"A good many of our calls come from post children. The point of the program is to provide reassurance and provide an adult on the phone who can help children make decisions appropriate to their own family standards when the parents are away.

"We're not intended to be a parent substitute or to encourage parents to leave children home alone; but more and more children are being left alone. They become bored, frightened or lonesome. The volunteers are there to provide a listening ear and to encourage children to think for themselves in handling situations," she said.

### Training

Adolphson said that while the volunteers receive several hours of initial training and continuous developmental training, including handling emergency situations, no emergencies have been called in to the center yet.

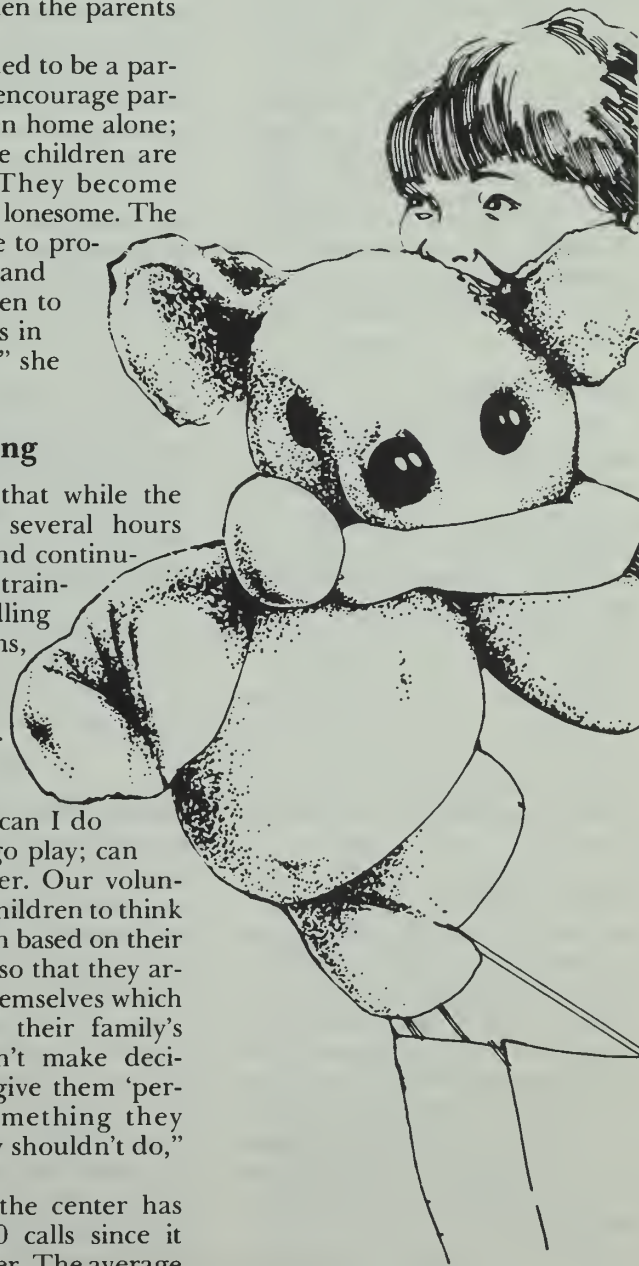
"We get a lot of calls from children asking for advice—can I do this or that; can I go play; can I have a friend over. Our volunteers try to get the children to think through the situation based on their own family's rules, so that they arrive at a decision themselves which is in keeping with their family's standards. We don't make decisions for them or give them 'permission' to do something they probably know they shouldn't do," she said.

Adolphson said the center has received about 420 calls since it opened in September. The average

usually center on some specific need.

"We get a lot of calls asking for help with homework. We try to be

(See PHONE, page 31)



# Management trainee program to begin for graduates

The first world-wide MWR (Community Recreation) Management Trainee Program will begin this summer.

As a result of a Morale, Welfare, Recreation Review Council (MWRRRC) initiative in 1985, the trainee program will cover a two-year period and will be operated and funded by the Army Community and Family Support Center. At the completion of the two-year period, trainees will be placed in previously designated positions and the Community and Family Support Center support will cease.

Entry grade will be at the UA-5 level; trainees will be promoted to UA-7 upon satisfactory completion of the first year of employment. Upon satisfactory completion of the second year, trainees will be placed in a target grade of UA-9.

Eighteen college graduates will

be selected to participate in the program. Tentatively, trainees will report to Fort Benjamin Harrison, Indiana, for in-processing, orientation, and entry level training (five-six weeks) in the June/July time-frame, then report to their assigned installations for the balance of the two years for intensive training on the job and in an academic setting.

The program is to provide trained civilians replacing the military personnel no longer authorized in Morale, Welfare, and Recreation programs. The target audience is the college graduate. Colleges and universities provide a trained resource who has the interest, knowledge and experience of working in a recreation environment, and who has the potential to adapt quickly to the responsibilities of the position. Trainees must have

a four year degree with major study in a recreation speciality.

Orientation and interviews were conducted throughout March at the following schools: Texas A&M, Long Beach State, San Diego State, Illinois, Indiana, Maryland and Massachusetts/Springfield. Other colleges and universities that have strong recreation programs were contacted and asked to publicize the Army program. These included Oregon, North Carolina, Florida State, Georgia, Missouri, North Carolina State, Penn State, Utah, San Jose State and Temple.

Inquiries and questions relative to the community recreation trainee program may be directed to Mr. Bob McKeta, Autovon 221-8848/8849 or Commercial (202) 325-8848/8849.

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## LEE, from page 18

The only paid individual is a part-time assistant Family Action Coordinator, a retired individual with keen interest in the program. (A good example of what retirees can do for our communities. Wives are also a key asset.) Clerical and administrative assistance is provided from resources in the DPCA.

Despite extensive publicity, many people are not aware of the Army Family Action Plan. The staff at Fort Lee has prepared an 8 minute video tape on the plan for newcomer ori-

of Staffs' video cassette, entitled "Today's Army Family, A Commitment to Caring." They have also posted an Information/Activities Listing which contains the names and telephone numbers of 243 activities; programs and services.

One of the most positive effects of the program is that they are communicating with families; exchanging ideas and passing on information—no longer a one-way street.

## HOME, from page 23

average age, though, is 68. Family and married couple facilities are not available at the present time, but an extensive modernization program may well provide some accommodations of this type in future years.

More information about the Home can be obtained by writing to the Director of Member Services, ATTN: Admissions Office, U.S. Soldiers' and Airmen's Home, Washington, D.C. 20317. Admissions information is also available by calling toll-free 1-800-422-9988.

## SUICIDE, from page 20

stress management and problem solving. Thomas believes that the better an individual can minimize stress and solve problems, the less likely he is to commit suicide. In addition, Thomas expects a new DA pamphlet to be published some time in the next year, encompassing all aspects of the Army suicide problem and programs designed to lessen it. The distribution of the pamphlet has not yet been determined, but Thomas said that plans call for it to be down to the company level. (ARNEWS)

## PPBES, from page 27

the Army's resourcing process and the resourcing implications of the Family Action Plan is absolutely essential to make the Plan a living document. The process and its implications must be given appropriate and timely attention if the Plan is to receive the resources necessary to fulfill its designed purpose—making life better for the Army Family.

entations. They also use the Chief





# Accurate sales and cash control shows better business practices

by Rick Whaley

Webster defines controls as "a check by a duplicate register or account." While the major function of a beverage operation is dispensing drinks, it also operates as the center that records the stock on hand the number of drinks poured, calculated, and their sales value determined. At the end of a shift or sales period, sales records and inventories are reconciled with monies received, and it is in this procedure that the most important piece of bar equipment comes into play—the cash register, the core of beverage cash controls.

When a drink is sold, there must be a way of making sure that the sale is accurately recorded and payment deposited into the cash register, although there are many ways to pay for a drink. The simplest method—having the highest risk—is to have the bartender receive and ring up the sale on a cash register without benefit of a guest check. A more complicated and expensive method is via a computerized system that records the sales, pours the liquor, and rings up the sale on both the register and guest check, and provides a receipt to the customer. These systems are advantageous in that they will not issue the liquor until the sale is rung up on the cash register. This makes it more difficult, although not impossible, to steal supplies and money. Because of their initial expense, computerized dispensing systems are usually economically justifiable only in large volume operations.

Any system will require standard procedures for handling cash and sales recordkeeping. You, as manager, need the records and, of course, want the cash; but, there may be others who want the cash as well—bartenders, customers, servers.

The cash control system should

reduce opportunities for abuse and pinpoint responsibility. The optimal system is one that is enforceable and leaves an audit trail when it is evaded. The fact remains that, no matter what safeguards are employed, no system is foolproof; you must constantly check it. Lax enforcement invites pilferage and can actually promote it.

A clear-cut goal and well-developed plan to achieve it can launch an enterprise on the path to success. And, an integral part of good business practices are the necessary controls placed upon beverage operations to maximize financial well-being.

The closing operations include ringing out the cash registers, a procedure that may vary from operation to operation, but which should include the following "basics:"

1. If tickets/checks are used, be sure they all are rung up.

2. If a tape is used for checking out, remove, sign and date it.

3. Someone other than the bartender must read the cash register. (Duty/Night Manager)

## PHONE, from page 29

helpful, and guide a child through the process, but we don't do homework. We don't just give out answers," she said.

Before starting the program, Adolphson contacted all area schools.

"We coordinated with the schools and then conducted a survey of fourth-sixth graders to see what their needs were. We received responses from about 2,300 children. The schools and other groups in the area have been very supportive," she said.

Adolphson said the program re-

4. The cashier must remove the cash drawer to include cash and all supporting papers such as credit sales and checks.

5. The cashier must count all monies, credit sales, checks; record this information on a Daily Cashier's Record (DA Form 4082).

6. The Duty/Night Manager must sign for the cash drawer from the cashier.

7. The Duty/Night Manager will record the register reading on the Daily Cashier's Record.

8. The Duty/Night Manager will reconcile the total register sales with the actual cash, plus other supporting documents such as credit sales and checks.

9. Count out the "bank" and place it in the cash register drawer, or cash box.

10. Lock the monies in a safe.

**HINT:** Leave the cash register drawer open. In case of a break-in, an open empty drawer will not be pried open and destroyed.

volves around the school year, because most parents make special arrangements when they know children will be unsupervised for long periods.

"We operate only during the school year, at least for now. We're also closed during the school year holidays, such as Christmas, Easter, and so on. We're designed to assist self-help children, but we encourage all children to call us if they need help, or just to become acquainted so they'll know we're here and that help is available if they need it," she said.

## INTEGRATION, from page 1

of the action/event, preplanning, potential problem areas, the keys to success, resource implications and other details that contributed to the success of the program. Documentation of the success story should include "hard copy" such as advertisements, flyers, publicity plans, etc.

### Integration Ideas

- Youth Activities can schedule auto repair classes using the Auto Crafts Shop.

- Outdoor Recreation Centers

can rent skis, other gear, for an ITT ski trip.

- Libraries can support Craft Shops by highlighting books relating to Arts and Crafts.

- Arts and Crafts can support libraries by advising patrons of craft and technical books available at the library.

- Community Centers can provide recreational activities for handicapped children during off-peak hours.

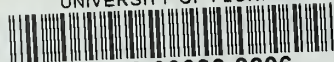
- Outdoor Recreation Centers can provide classes to Scouts on crafts and outdoor safety supporting the various merit badge programs.

# FLARE

Integration starts with communication. Activity managers must know what other activities are doing and planning in order to develop new approaches and ideas. Group meetings of MWR managers and activity leaders offer an excellent forum for the exchange of ideas. Looking ahead, an installation planning calendar showing the plans of as many activities as possible is another method of communications.

Future editions of the **Sentinel** will feature other ideas and approaches to program integration, particularly successful projects submitted by installations.

UNIVERSITY OF FLORIDA



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## JUNE

**YOUTH SUICIDE  
PREVENTION MONTH**

1-7

**National Safe Boating Week  
National Theatre Week**

6

**D-Day**

8-14

**National Flag Week**

9-15

**National Little League  
Baseball Week**

14

**THE ARMY BIRTHDAY  
and Flag Day**

15

**Father's Day**

21

**First Day of Summer**

22-30

**National Tennis Week**

22

**Great American Family Award  
Program, White House  
Presentations (22-30)**

25

**Berlin Airlift Began (1948)**

## JULY

1-6

**"Life: Be in It!" Week**

4

**Independence Day**

6-12

**Special Recreation Week**

12

**Congressional Medal of Honor,  
1862**

16

**First Atomic Bomb Detonated  
(1945)**

20-26

**Space Week**

25

**Army Community Services  
Birthday**

27

**Korean War Armistice, 1953**

## AUGUST

3

**Panama Canal Completed**

3

**AMERICAN FAMILY DAY**

6

**First Atomic Bomb  
Dropped on Hiroshima  
(1945)**

7

**Purple Heart  
established 1782**

11-17

**National Scuba Diving  
Week**

13

**Berlin Wall**

14

**V-J Day**

18

**1st Annual Worldwide  
Retirement Services  
Program Conference,  
San Antonio**

26

**Women's Equality Day  
(19th Amendment,  
1920)**